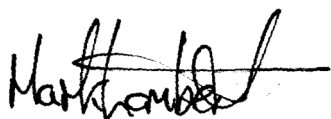


COUNCIL

SUMMONS

To the Mayor and Members of Carlisle City Council

You are summoned to attend the Meeting of Carlisle City Council which will be held on **Tuesday, 09 January 2018 at 18:45**, in the **Council Chamber, Civic Centre, Carlisle, CA3 8QG**



Corporate Director of Governance and Regulatory Services

AGENDA

1. The Mayor will invite the Chaplain to say prayers.
2. The Town Clerk and Chief Executive will open the meeting by calling the roll.

3. **Minutes**

The Council will be asked to receive the Minutes of the meeting of the City Council held on 7 November 2017.

4. **Public and Press**

To determine whether any of the items of business within Part A of the Agenda should be dealt with when the public and press are excluded from the meeting.

To determine whether any of the items of business within Part B of the Agenda should be dealt with when the public and press are present.

5. Declarations of Interest

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any item on the agenda at this stage.

6. Announcements

- (i) To receive any announcements from the Mayor
- (ii) To receive any announcements from the Leader of the Council
- (iii) To receive any announcements from Members of the Executive
- (iv) To receive any announcements from the Town Clerk and Chief Executive

7. Questions by Members of the Public

Pursuant to Procedure Rule 10.1, the Corporate Director of Governance and Regulatory Services to report that no questions have been submitted on notice by members of the public.

8. Presentation of Petitions and Deputations

Pursuant to Procedure Rule 10.11, the Corporate Director of Governance and Regulatory Services to report that no petitions or deputations have been submitted by members of the public.

9. Questions from Members of the Council

Pursuant to Procedure Rule 11.2, the Corporate Director of Governance and Regulatory Services to report that no questions have been submitted on notice by Members of the City Council

10. Executive

(a) Minutes

The Council will be requested to receive the Minutes of the meetings of the Executive held on 20 November; 11 and 18 December 2017 and ask questions of the Leader and Portfolio Holders on those Minutes.

(b) Portfolio Holder Reports

The Council will be asked to receive reports from the following Portfolio Holders:

- | | |
|--|----------------|
| (i) <u>Leader's Portfolio</u> | 7 - 10 |
| (ii) <u>Finance, Governance and Resources</u> | 11 - 12 |
| (iii) <u>Environment and Transport</u> | 13 - 18 |
| (iv) <u>Economy, Enterprise and Housing</u> | 19 - 22 |
| (v) <u>Communities, Health and Wellbeing</u> | 23 - 28 |
| (vi) <u>Culture, Heritage and Leisure</u> | 29 - 32 |
- and ask questions of the Leader and Portfolio Holders on those Reports.
(Copy Reports herewith)

11. Scrutiny

The Council will be asked to receive the Minutes from the following meetings of the Scrutiny Panels and to ask questions of the Chairmen; and receive reports from the Chairmen of the Scrutiny Panels:

- | | |
|--|----------------|
| (i) <u>Health and Wellbeing Scrutiny Panel</u> | 33 - 34 |
| (a) Minutes of the meetings held on 12 and 30 October; and 23 November 2017
(b) Chairman's Report | |
| (ii) <u>Business and Transformation Scrutiny Panel</u> | 35 - 36 |
| (a) Minutes of the meetings held on 26 October and 5 December 2017
(b) Chairman's Report | |

(iii) **Economic Growth Scrutiny Panel**

37 - 40

- (a) Minutes of the meeting held on 30 November 2017
- (b) Chairman's Report
(Copy Reports herewith)

12. Regulatory Panel

To receive the Minutes of the meeting of the Regulatory Panel held on 15 November 2017.

13. Licensing Committee

To receive the Minutes of the meeting of the Licensing Committee held on 15 November 2017.

14. Development Control Committee

To receive the Minutes of the meetings of the Development Control Committee held on 20 October and 22 November 2017.

15. Employment Panel

To receive the Minutes of the meeting of the Employment Panel held on 31 October 2017.

16. Appeals Panels

To receive the Minutes of the Appeals Panel meetings held on 17 and 28 November 2017.

17. Notice of Motion

Pursuant to Procedure Rule 12, the Corporate Director of Governance and Regulatory Services to report that no motions have been submitted on notice by Members of the Council.

18. Proposals from the Executive in relation to the Council's Budget and Policy Framework

- (i) **Dates and Times of Meetings 2018/19** **41 - 62**
- Pursuant to Minute EX.128/17, to consider recommendations from the Executive that the City Council approve the Schedule of dates and times of meetings of the City Council and Committees for the Municipal Year 2018/19 as set out in the Schedule attached to Report GD.02/18; and note the dates and times of meetings of the Executive as chosen by the Leader.
(Copy Report GD.02/18 and Minute Extract herewith)
- (ii) **Tullie House Business Plan 2018/19** **63 - 120**
- Pursuant to Minute EX.138/17, to consider recommendations from the Executive concerning the Tullie House Museum and Art Gallery Trust Business Plan 2018 - 2021 as detailed in Report CS.07/18.
(Copy Report CS.07/18 and Minute Extracts herewith)
- (iii) **Review of Polling Arrangements** **121 - 136**
- Pursuant to Minute EX.139/17, to consider recommendations contained within the report of the Corporate Director of Governance and Regulatory Services following the annual review of polling arrangements.
(Copy Report GD.75/17(a) and Minute Extract herewith)
- 19. Committee Nominations**
- The City Council to note and approve the following nomination for change to the Independent Group Membership on the Development Control Committee:
Councillor Tinnion to replace Councillor Paton as a full Member; and Councillor Paton to replace Councillor Tinnion as a substitute Member
- 20. Decisions Taken as a Matter of Urgency** **137 - 140**
- Pursuant to Overview and Scrutiny Procedure Rule 15(i), the Corporate Director of Governance and Regulatory Services to report on decisions taken as urgent decisions and dealt with as a matter of urgency without the need for call-in.
It is a requirement under the above Procedure Rule 15(i) for decisions taken as a matter of urgency to be reported to the next available meeting of the City Council.
(Copy Report GD.01/18 herewith)

21. Communications

To receive and consider communications and to deal with such other business as may be brought forward by the Mayor as a matter of urgency, in accordance with Procedure Rule 2.1(xv) to pass such resolution or resolutions thereon as may be considered expedient or desirable.

PART 'B'

To be considered in private

- NIL -

Meeting Date: 09 January 2018

Public/Private*: Public

Title: **Leaders Portfolio Holder's Report –
Councillor Colin Glover**

BORDERLANDS

Following the submission of a Borderlands Proposition to the UK and Scottish Governments, reference to a Growth Deal for the region was positively included in the Chancellor's Autumn Budget. Feedback on the proposition is awaited following which negotiations on the specifics of a deal will commence. The prospect of a deal is an exciting and unique opportunity to lever in significant investment, with Carlisle well placed as the beating heart of the region.

DEMENTIA ACTION ALLIANCE (DAA) - CARLISLE MEETING

The Carlisle Dementia Action Alliance (DAA) continues to meet at the Civic Centre, hosted by Carlisle City Council with the support of Alzheimer's Society. The numbers of Stakeholders attending from the public, private and voluntary sectors also continues to grow, with some excellent work taking place around the city, to support people living with dementia and their families.

The most recent meeting focussed on working together to develop action plans for further work to make Carlisle more dementia friendly and improving the quality of life for people living with dementia and their families. Botcherby Community Centre and Cumberland FA have launched a walking football programme and this is proving to be a popular activity. I was pleased to attend the Salvation Army carol service to thank them for their generous

Christmas appeal which raised £1,000 for the Alzheimer's Society 'Singing for the Brain' programme.

The next Dementia Action Alliance meeting was agreed for late January and will explore holding a '*development day*' where attendees will present ideas, policies and best practices that they have implemented. The aim is to cultivate ideas from across the Dementia Action Alliance and beyond to move us towards the goal of transforming Carlisle into a Dementia Friendly City.

Dementia Friends Workshop Tuesday 5 December 2017

This was a successful training event delivered by Dementia Friends in the Civic Centre, which aims to give people a better understanding of dementia and the small things we can all do to make a difference to the lives of people affected by dementia.

HEALTH AND WELLBEING DAY

The Health and Wellbeing day went ahead in early November, where the Chief Executive and myself signed the 'Time to Change' pledge on behalf of the council. As a Council, we are committed to challenging the stigma and changing the way we work around mental health issues and making sure that staff who face these problems feel supported. Over 160 employees attended the event and further wellbeing initiatives are planned, including a financial awareness day. Other completed sessions include; cholesterol checks and a session to raise alcohol awareness.

CARLISLE PRIMARY SCHOOLS COUNCIL

On the 21st November, 12 primary schools were invited to Carlisle City Council for a schools council meeting in the Council Chamber. The meeting was opened by the Mayor, and Carlisle Youth Council representatives and myself participated.

The Primary School children had been given the question to discuss and prepare for at their school meetings: "*What would you do to help make Carlisle more Sugar Smart?*"

The children presented the findings and recommendations back to the wider group and elected members. The children had also made posters and one group made a film. The children's ideas will be used to shape the Sugar Smart project.

ROUND-UP OF EVENTS

On the run up to Christmas we have had a number of festive events in the city centre.

These began with our Christmas Market which ran from the 23rd of November until the 3rd of December. We had 32 stalls with a mix of local and national traders selling a range of food, drink, crafts and clothing. The event was well received by members of the public and feedback from the traders was also very positive. We hope to build on this next year by holding a similar event.

The second annual 'Santa Dash' was held in Carlisle on Sunday the 10th of December. This was 2 family friendly races (5km and 2km) where 450 people took part in both. All of the entrants were dressed in Santa outfits and the course took them from Bitts Park, through the streets of Carlisle and finished in the city centre.

The Winter Wonderland and Santa's Grotto returned to Carlisle city centre between the 16th and 21st of December. This Winter Wonderland event gave members of the public the chance to guess the number of polar bears within the marquee for the chance to win a prize and also have a picture taken on a ski lift! There were also 10 local traders selling food and drink in stalls dotted around the pedestrian area.

NEXT EVENTS PLANNED

Friday 16 February 2018: Chinese New Year Event. Organised in partnership between Tullie House and Carlisle City Council.

Saturday 17 March 2018: Carlisle Hygge Feel Good Festival.

Thursday 29 March – Monday 2 April 2018: Easter International Market in Carlisle city centre.

The Carlisle Farmers' Market continues to be held on the first Saturday of every month in Carlisle city centre.

Meeting Date: 09 January 2018

Public/Private*: Public

Title: **Finance, Governance and Resources Portfolio Holder's Report –
Councillor Dr Les Tickner**

STRATEGIC PLANNING

The budget reports for 2018/19 to 2022/23 have been considered by the Executive and relevant Overview & Scrutiny Panels, with the Executive issuing its draft Budget Proposals for consultation purposes at its meeting on 18th December 2017. The consultation process will end on 15th January with feedback being considered by the Executive on 17th January, following which the Executive will make final budget recommendations to Council on 9th February 2018.

ELECTORAL REGISTRATION

The Annual canvass has been completed and the new electoral register was published 1st December as per the Statutory requirements. The register has been supplied to the various national parties and organisations as per the regulations.

Arrangements are being made to run the Dalston Neighbourhood Plan Referendum on 22nd February 2018.

The postal vote Refresh exercise will also be carried in January/ February 2018.

The team are continuing to assist with the work on the Councils Local Government Boundary Commission Review.

ORGANISATIONAL DEVELOPMENT

The apprenticeship programme continues to grow and we have had nine apprentices in the last year in various roles across the Authority, two of which are on the advanced apprenticeship programme, the apprentices attended a Team Building day in October and all enjoyed the event. We continue to recruit for apprentices in various roles within the authority.

Skill gate the eLearning programme continues to grow in use and over 3,000 courses have been accessed by employees and members, a drop-in day is planned to take place in January to make colleagues aware of the wider benefits of the service such as recording Continuous Professional Development.

The Celebration of Learning event was a great success with over 100 colleagues attending, The Old Fire Station proved to be a popular venue and this year we introduced 3 awards for outstanding achievement, in total over 58 members of staff achieved a qualification and over 350 colleagues attended some form of corporate training and development. This is in addition to eLearning and department led training.

INFORMATION MANAGEMENT

Recent counts for information requests (From 14 October – 8 December 2017):

- Environmental Information Regulations requests received - 13
- Environmental Information Regulations requests responded to - 9
- Freedom of Information Act requests received – 108
- Freedom of Information Act requests responded to - 105
- Data Protection Act subject access requests received - 1
- Data Protection Act subject access requests responded to – 1
- Data Protection Act s29/s35 requests received - 3
- Data Protection Act s29/s35 requests responded to – 5

Meeting Date: 09 January 2018

Public/Private*: Public

Title: **Environment & Transport Portfolio Holder's Report –
Councillor Chris Southward**

GREEN SPACES & BEREAVEMENT SERVICES

Green Spaces have been please to help two local community groups by allocating them space on some of our vacant allotments recently:

- Carlisle Carers is the umbrella group for people who care for elderly or disabled relatives. Gardening is often seen as a therapeutic activity so to provide carers with some respite the Carlisle Carers have taken an allotment at Holmes Avenue (Currock). The project was launched on a wet day in early November, attended by a party of invited guests.
- At Botcherby the Conservation Volunteers have taken on a number of unused plots in order to create a community allotment. While allotments are very popular and our occupancy rate is around 85%, the prospect of keeping a plot tidy is quite daunting, especially for new gardeners. The community plot will help local residents to gain the skills needed to grow their own produce successfully, with the confidence of working as part of a team rather than alone.

At Chance's Park, a group of 58 local children from Newlaithes School took part in the annual bulb planting event. This year 4,000 bluebell bulbs were planted in the space by the play area. The Friends of Chance's Park helped with the planting, bulbs were provided by Carlisle City Council. Thanks to everyone for all the hard work and I'm looking forward to seeing the results in the Spring as the blooms emerge!

Talkin Tarn - The successful visitor season at Talkin Tarn continues, surplus income in re-invested at the Tarn to improve the experience for our customers. Approximately 2,500 people attended Talkin Tarn on the evening of October 22nd to remember loved ones as part of the 'Lake of Lights' event organised by Eden Valley Hospice. The evening was made up of, poems, readings and songs of remembrance culminating in the launch of 300 candle-lit lanterns on the Tarn.

Bereavement Services For some years, Bereavement Services has operated an out-of-hours service for local funeral directors. To take the service forward we have now upgraded our booking system and are in the process of placing it on the 'cloud', meaning that funeral directors will now be able to make a complete booking, out of hours, from their own offices. In addition to reserving a funeral service they will be able to upload all the details requested by the family including choice of music.

CAR PARKING

The layout is changing in Castle Car park to accommodate the increasing number of motor homes, coaches and motor caravans we are getting in Carlisle. In early January Castle, West Walls and Caldew Riverside car parks are also being gated after 8pm on a night to tackle antisocial behaviour. Overall car park income is steady and car park usage has been good over the Christmas period. Changes proposed by Cumbria County Council to the zone C parking restrictions should increase the car park occupancy, if they are accepted.

Castle Car Park, West Walls & Caldew Riverside are to have barriers fitted to help to eliminate night time misuse. There will be adequate signs to explain the new procedures.

Whilst there has recently been reported problems with private parking companies; the City Council car parks remain reasonably priced and fairly enforced, exceptions are made for individual customers circumstances.

It was reported that surplus money in ticket machines (due to unable to give change) was approximately £21,000 over the last year, we have a wide range of parking payment options in place for the majority of our car parks. These include contactless, card, Apple Pay, Android Pay and payments using mobile phones. Any payments, including surplus cash, are reinvested in other council services.

ENVIRONMENTAL HEALTH

Pest Control - As part of the ongoing improvements to the Pest Control Service, I am pleased to report that the Service has now moved onto 'Salesforce', which is the new Customer Relationship Management System. The back-office staff within Regulatory Services have been trained in the system and the implementation has proved a big success. Should residents choose, they will have the facility to book pest control services online and the new software will open the way for further service improvements, including the use of mobile hand-held devices by pest control officers.

The City Council's Pest Control Service continues to be highly valued by Carlisle residents and businesses; in particular the free service to treat rats within domestic premises. To give you an indication of how well received the service is, Pest Control dealt with 933 service requests between April and December 2017. Rats are the most common treatment (512) followed by wasps (262).

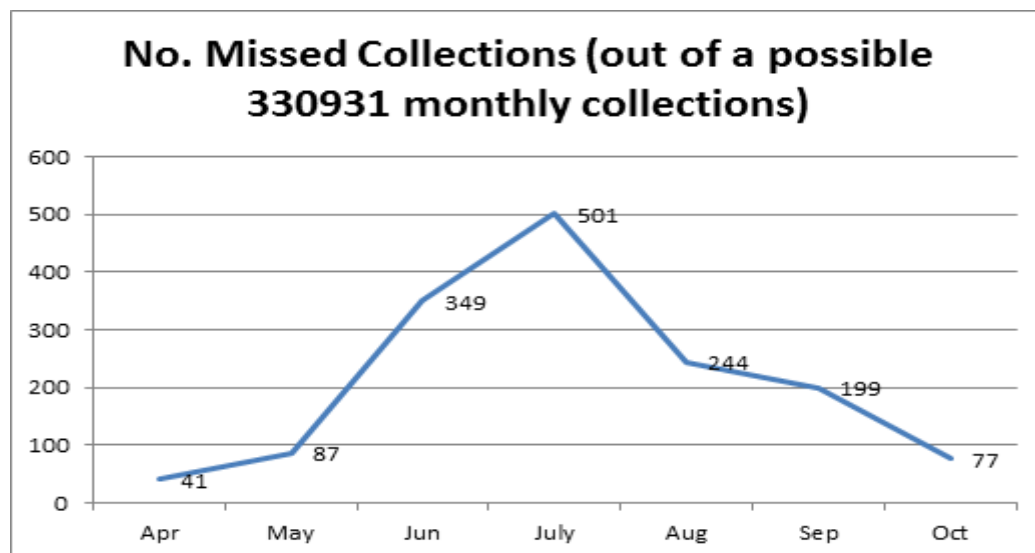
The Authority also holds 23 pest control contracts providing excellent value for money to local businesses; we hope to increase the number of contacts over the next 12 months. We offer contracts which guarantee we will do a number of visits to premises proactively over a year – farms and businesses take up the 12 month contracts so they can have some assurance that pest infestations are controlled on their premises. Food businesses are sometimes required to have pest control contracts to prove their due diligence (they are taking all the responsible steps for food hygiene and safety).

Air Quality - City Council's annual appraisal report for air quality has been approved by Defra. Despite incorrect media reporting, the City Council's district has complied with the air quality standards for particulate matter. Only two areas exceeded the air quality standards in 2016/17 and these were both for Nitrogen Dioxide from vehicle emissions in the areas around Dalston Road and London Road. The Housing and Pollution Team of the City Council will continue to monitor nitrogen dioxide in 2018/19 and work with partners such as the County Council to further develop what Defra called a "comprehensive" action plan.

NEIGHBOURHOOD SERVICES

In Cab Systems have now all been installed, drivers have been trained and the system is in use. Anything reported can be viewed by the Supervisors, Back Office Staff and the Contact Centre staff so that the customer can be dealt with at the first point of call.

Missed Collections – There was a peak once the new service started in June but these have settled back down again now : -



Carlisle's Recycling Rate for the first 6 months of 17/18 is 46.64%. In 16/17 the same period was 46.35%. This is likely to drop in the second half of the year due to less garden waste being recycled in Winter months. Our overall annual % in 16/17 was 41.6%. This is dropping year on year due to the manufacturers producing more compact, lighter, packaging and people using more paperless systems. Paper usage has reduced nationally.

Since the new recycling services were introduced in June 2017, we have seen an increase in kerbside recycling and a slight decrease in bring site recycling: -

	July – Sept 16	July – Sept 17	Outcome
Total dry recycling	17.7%	18.4%	Increased - Good
Kerbside recycling tonnes	1628	1685	Increased - Good
Bring site recycling tonnes	456	436	Decreased - Expected
Kerbside refuse (rubbish) tonnes	5661	5474	Decreased - Good
Garden waste tonnes	3574	3295	Decreased - Not so good but see next table below

The reason recycling at bring sites has reduced is most likely because new build and rural properties are now being provided with a kerbside service.

The drop in garden waste collected is due to the higher than average Summer for garden waste in 2016 compared to a poorer than average Summer for garden waste this year. New builds were added to the garden waste service in September 16 and the annual figures show an overall increase of 7% which shows a truer record rather than just looking at the Summer months: -

	Sept 15 – Aug 16	Sept 16 – Aug 17	Outcome
Garden Waste tonnes	8949	9576	Good

Sale of recyclable materials is higher than estimated but this can fluctuate from month to month depending on the market: -

	Jul 17 – Sept 17 Estimate	Jul 17 – Sept 17 Actual	Outcome
Sale of recyclable materials	£62,750	£69,031	Good

Officers in Neighbourhood Services are looking at the new recycling rounds data to determine which areas are putting out the least recycling and which areas are producing the most refuse so that we can concentrate on these areas to improve recycling rates in Carlisle. We can do this by encouraging those not recycling to start recycling and to encourage those placing out lots of refuse to reuse items by giving to charities etc rather than throwing things away and for people to only buy what they need rather than buying too much food and end up throwing lots away as out of date.

PUBLIC SPACE PROTECTION ORDER

A consultation on a new Public Space Protection Order for Carlisle is underway and closes on Friday 19 January 2018. The legal order aims to Keep Carlisle Clean and maintain the quality of the district's environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle.

The 'new' behaviours to be addressed under the Public Space Protection Order are:

- Challenging anti-social behaviour by groups or individuals in the city centre public spaces and car parks within the district;
- Smoking, consuming alcohol, drug taking and solvent abuse in play areas; and
- Dogs excluded from enclosed play areas.

As part of the Public Space Protection Order we are also introducing the requirement for dogs to be kept on their leads in the following areas:

- Carlisle Cemetery and Crematorium;
- Stanwix Cemetery;
- Upperby Cemetery Manor Road; and
- Talkin Tarn Country Park (designated area only).

To find out more and to give your views, visit www.carlisle.gov.uk/consultations

Meeting Date: 09 January 2018

Public/Private*: Public

Title: **Economy, Enterprise and Housing Portfolio Holder's Report –
Councillor Heather Bradley**

ST. CUTHBERT'S GARDEN VILLAGE

Stage 1 Masterplanning has now commenced with the appointment of Gillespies Urban Design Consultancy supported by Hemingway Design to assist in this process. The focus of this work will be developing a vision for St. Cuthbert's and concept options which will help to narrow down precisely where development will occur.

The first public engagement on the garden village will commence in late January, at which time a dedicated St. Cuthbert's website will be launched. The consultation will coincide with consultation by Cumbria County Council on route options for a new Southern Link Road, which is an integral part of the Garden Village.

Separately the City Council has been awarded an additional £275,000 capacity funding to support and advance the planning of St. Cuthbert's. This follows a competitive bidding process with the City Council being awarded the joint highest amount nationally.

FELLFOOT FORWARD LANDSCAPE PARTNERSHIP SCHEME

The North Pennines Area of Outstanding Natural Beauty (AONB) Partnership, of which Carlisle City Council is an active member, has recently been successful in securing a £162 000 grant to fund an exciting landscape partnership scheme. The grant followed a bid made to the Heritage Lottery Fund (HLF), as part of a competitive process nationally, and which involved detailed scrutiny and site visits by the Heritage Lottery Fund Board.

The funding is for the development phase of the project, with the total cost of the scheme set at £2.9 million. The bid has been made for an area straddling the boundary between the districts of Carlisle and Eden, (encompassing an area from just south of Brampton, with the River Eden at its western edge and the Pennines to the east, down to Melmerby in Eden District).

The bid focussed on the relative remoteness of the villages and hamlets in this area, and the opportunities to support skills and knowledge based training, with emphasis on the heritage of the area. Wide public and partner consultation was undertaken to inform the bid, and the feedback from the consultation showed that local people felt strongly that there were opportunities to conserve the landscape and geology, historic environment and cultural history of the area.

The next stage of the project is to develop specific projects to deliver the aims of the scheme.

BOTCHERGATE HERITAGE ACTION ZONE

The Council received confirmation from Historic England that our bid for Heritage Action Zone status has not been selected to take forward. The principal reason cited was that the bid did not meet as many of the Historic England regional priorities as the other shortlisted scheme. Despite being unsuccessful the Council were commended on the way in which the Botchergate/London Road bid was developed and presented.

A bid to the Heritage Lottery Fund for a Townscape Heritage Initiative for Botchergate has been twin-tracked in the event that the Heritage Action Zone bid was unsuccessful. This was successfully submitted on 8 December and includes some projects that were contained within the Heritage Action Zone:

- A commercial frontage improvement scheme along Botchergate and London Road.
- Public realm improvement works at Christchurch Gardens, which is located between Botchergate and Lancaster Street.
- Restoration and reuse of the Dyas Block, which comprises of the terrace of commercial properties 149-159 Botchergate.

CARLISLE BUSINESS INTERACTION CENTRE (BIC)

Arrangements for the transfer of the Business Interaction Centre back to the Council from the University took place in late December.

The Regeneration and Strategic Asset Investment Services teams have been in dialogue with existing and potential new tenants of the Business Interaction Centre in order to maximise occupancy and revenue. The Council intends to let sufficient space to cover operating and maintenance costs, whilst continuing to provide a hot-desking and shared office facilities for freelancers and small businesses.

A project for the Business Interaction Centre to be relaunched as an incubator 'hub' that will provide flexible workspaces and support for freelancers and small businesses within the creative and digital employment sectors is now being actively progressed. An expression of interest for ERDF funding was submitted in November 2017, with a decision due this month.

AFFORDABLE AND SPECIALIST HOUSING

The Council has been holding a six-week consultation on the Affordable and Specialist Housing Supplementary Planning Document (SPD), which ends on 15 December. The Supplementary Planning Document adds additional context and clarity to Local Plan policies HO 4 – Affordable Housing and HO 10 – Housing to Meet Specific Needs. Two consultation events have been held, including a session targeted at the Council's local Housing Association partners.

Once the consultation responses have been reviewed the Supplementary Planning Document will then be going to Economic Growth Scrutiny Panel and back to Executive in the new year.

HOMELESS, PREVENTION AND ACCOMMODATION SERVICES

From 1st April 2017 to 31st November the Homeless, Prevention and Accommodation Services:

- Made 90 statutory homelessness decisions; and accepted a full homeless duty to 20 households
- Provided housing and homelessness advice to 627 households
- Prevented or relieved 300 households from experiencing homelessness
- Accommodated 131 households in temporary accommodation; 106 households departed, of which 68 were supported to move on positively within an average of 7 weeks
- 16 households were accommodated who were fleeing domestic violence and all were supported to move on to safe and secure longer-term accommodation within an average of 6 weeks
- Processed 64 low cost housing applications, of which 24 were approved
- Processed 10 applications to the Carlisle Deposit Guarantee Scheme, of which 8 were approved
- Assisted 3 households with arrears, and 18 households with rent in advance payments
- Achieved £884,323 in benefit gains

FLOOD GRANT APPLICATIONS

As of the 11th December 2017 the City Council completed 954 flood grant applications. During November 2017, the Housing and Pollution Team attempted to contact all of those households who had an approved grant to ensure the works and invoices were in to the City Council by 14th December 2017.

Report to:
Council

Agenda
Item:
10(b)(v)

Meeting Date: 09 January 2018

Public/Private*: Public

Title: **Communities, Health and Wellbeing Portfolio Holder's Report –
Councillor Lee Sherriff**

COMMUNITY SAFETY

Working alongside the new multi-agency hub (based within the Civic Centre) a new magazine has been created in partnership with the Police and other support agencies. 'In Carlisle' It is aimed at older residents and contains information from a variety of partners about staying safe online, local grants, activities for older people, health information and winter ready advice. With the support of Police PCSOs, the printed magazines were distributed in early December.

SMARTER SERVICE DELIVERY

The Smarter Service Delivery (SSD) project has been nominated for an award for Innovate Access to Public Services. The award is delivered by iNetwork which is an organisation administered by Tameside Council near Manchester. iNetwork's vision is to help local public service organisations to "collaborate to innovate" and thereby provide effective support for their users, patients and communities. A large number of councils, police, fire, health, housing and voluntary sector organisations across the North and Midlands are members of iNetwork. In addition, they run national programmes for Government and host the local government information standards organisation, iStandUK.

The Smarter Service Delivery project is aimed at delivering efficient and effective services in a customer centric way. This is done by using appropriate technology as well as involving partnership working. Salesforce platform is at the heart of the technology the project is using and is already demonstrating savings in this area.

WORKPLACE HEALTH

The Healthy City Forum (formerly the Healthy City Steering Group) has hosted a number of workshop's to develop a Workplace health project, which focuses on "getting people into work and supporting people in work". There are several strands to the project, but the final strand has been developed in partnership with Cumbria County Council, Carlisle City Council and the Healthy City Forum. Inspira will be leading on the project as a key delivery partner and are looking to hold an event in the new year.

BITTS PARK FITNESS EQUIPMENT AND LANDSCAPING PROJECT

Carlisle City Council is working to provide a new outdoor exercise facility, which will be openly available to the public, located on the former bowling green at Bitts Park. The facility will encompass the latest advances in design and technology whilst remaining suitably robust to withstand open public usage and the potential for flooding.

This will provide opportunities for health giving exercise for local residents and visitors. The equipment will be suitable for a range of abilities and ages and will include on site instructions and the ability to see instructional videos using QR codes. The design has taken into account flood resilience and ease of maintenance. The tender for the fitness equipment has been awarded to Kompan Scotland Ltd. There is an expected completion date of end of March/early April.

FOOD CARLISLE

Food Carlisle continues to look at innovative new ways to interact with our local community and to work in partnership to empower change towards a vibrant and inclusive food culture.

Key points to note:

- Food Carlisle steering group meeting took place on 07.11.2017
- Reviewed Terms of Reference and Constitution
- The development of a Food Carlisle 'brand' and visibility was discussed – exploring working with Carlisle College to develop a logo
- A speaker from Cockermouth Food Assembly presented her experiences with the Food Assembly service; looking at alternative ways of supplying locally produced food.
- A representative from Fair Meals Direct, Meals on Wheels gave an update. This project was developed initially in partnership with Food Carlisle and Sustainable Carlisle. It is now in the process of establishing as a community enterprise.

SUSTAINABLE FOOD CITY AWARD

Carlisle is one of the founding 13 cities of the Sustainable Food Cities Network. Over the next 6 months Food Carlisle will be working towards the Sustainable Food Cities Bronze Award. This award is designed to recognise and celebrate the success of those places taking a joined up, holistic approach to food and that are achieving significant positive change on a range of key food issues. We have now received the first initial feedback from a bullet point submission of our application and are now working towards our first draft.

SUGAR SMART

- SURVEY: The Sugar Smart Survey is now open and the feedback will help us shape the project moving forward. A number of partners have donated prizes to encourage more people to participate.
- **Call to action:** Please complete the survey and encourage others to do so via: <http://carlislepartnership.carlisle.city/News/sugar-smart-carlisle-survey>
- A Sugar Smart Summit is being planned for 19th January 2018, to highlight the issues, pledges and work to date. Please save the date.
- A meeting with Carlisle Youth Council and focused on the Sugar Smart project including; pledges, what they can do at their schools to help promote the project, showing them how to use the website
- Working with Carlisle College on a video promoting the project with key interviews

WALKING

Walk Volunteers

On 27th November 20 walking volunteers and key Council staff joined us at the Civic Centre. They were presented with their Carlisle Living finalist certificate and recognised by the Leader of the Council, The Mayor and myself the Portfolio Holder for Communities, Health and Wellbeing, for their hard work and commitment to date.

Without the support of the volunteers the walking programmes would struggle to run. They play a key role in, as examples: risk assessing, attending events, designing posters, promoting the scheme and being a supportive friendly face to new participants.

We are so grateful to the time they contribute to the City and the impact the programme has on our residents. A huge thank you also goes to those behind the scenes for continuing to support and develop the programme.

Christmas Walking Event

Over 80 people from the various walking programmes attended the Christmas get together at Longtown Community Centre on Wednesday the 6th December. The event included: a walk, bring and share lunch, a Christmas quiz and awards (to our top walkers) / and thank you's (to our walkers / volunteers).

The event also allowed us to capture feedback and case studies on the programme, which will be used to evaluate the scheme, shape the next programme and help inform future decisions – which are community led and shaped.

Meeting Date: 09 January 2018

Public/Private*: Public

Title: **Culture, Leisure and Heritage Portfolio Holder's Report –
Councillor Anne Quilter**

OLD FIRE STATION

The programme for the Old Fire Station has no weekend availability until June 2018. The folk and blues programme is fully booked throughout the coming year, and comedy events are booked up until July 2018. Events in 2019 are already booked in the diary.

- May 2015 - Dec 2015 (pre-floods)

We held 75 events which attracted over 4000 people.

- September 2016 - March 2017 (post floods)

We held 126 events which attracted over 8000 people.

- April 2017 – Present

We held 300 events which attracted over 9000 people.

TOURIST INFORMATION CENTRE

Ticket sales continue to be strong in the run up to Christmas. Events such as the Green Room Panto and festive events at the Old Fire Station have proved particularly popular. We have started selling tickets for events in 2018 and we are continually looking for new ways to expand this service. We have been actively using our social media platforms to promote upcoming events and tickets that we have on sale in the Tourist Information Centre.

We have had a stall at the Christmas Market which has been successful. We were selling a range of gift items including Carlisle Christmas Baubles, cards, Carlisle Brewery Beers, Farrer's Christmas coffee etc. We have also created a range of Christmas hamper from our stock for an alternative gift. The market has enabled us to showcase some of the items which are available in the Tourist Information Centre to a new audience.

We are now taking bookings for 2018 in the Assembly Room. Northern Crafts are returning next year with their monthly craft fayre and Carlisle Yoga are also returning in the summer.

COLLABORATION BETWEEN HADRIAN'S WALL AND THE GREAT WALL OF CHINA

The Chinese Academy of Cultural Heritage (CACH) and Historic England, supported by The British Council and by the Hadrian's Wall World Heritage Site Partnership Board, recently announced their plans to hold a professional seminar in Newcastle-upon-Tyne in 2018. This will be the first step in a wider programme of collaboration between these two World Heritage Sites.

The seminar will examine the particular challenges and opportunities of managing large and complex archaeological remains, and will contribute to the sustainable management of these World Heritage Sites. It will provide a forum to share knowledge and expertise, creating a mutual understanding which will enable the UK and China to work together on a wider programme of collaboration.

Despite their historical and archaeological differences, there has been a long-standing sense of common identity between the Great Wall and Hadrian's Wall, which were both included on the World Heritage List in 1987.

DISCOVER CARLISLE

NEW DISCOVER CARLISLE WEBSITE

The new Discover Carlisle website is now live. It has been going through a "soft-launch" phase since Thursday 30 November, which allows us to continue testing, and respond accordingly to feedback received. The website will be launched formally early 2018.

SOCIAL MEDIA

The Discover Carlisle Facebook page continues to grow in followers, standing at 2,453 (as of Monday 4 December 2017).

The Discover Carlisle Twitter account also continues to grow in followers, standing at 3,905 (as of Monday 4 December 2017).

TULLIE HOUSE MUSEUM & ART GALLERY TRUST – DECEMBER 2017

GOVERNMENT REPORT ON MUSEUMS

The Department for Culture, Media and Sport have published an independent review of museums in England and the Strategic Review of DCMS-sponsored museums. The report, commonly referred to as the Mendoza Report, is the first review of museums in over a decade to examine the English museums sector. It was commissioned in response to the Culture White Paper in 2016 which called for “a wide-ranging review of national, local and regional museums, working closely with Arts Council England and the Heritage Lottery Fund”.

The report focuses primarily on the 1,312 ACE accredited museums and proposes recommendations enabling a more strategic approach to public funding for museums. The report recommends:

- a more prominent and assertive role for Arts Council England;
- a more strategic use of Lottery funding for museums;
- a more active role for Historic England;
- and greater national responsibilities for national museums.

There are 19 case studies in the report. It is very gratifying to see the work that Tullie House has been doing with China cited as one of these best practice examples.

CHINA CLUB

Continuing on from the success of our summer sessions, our Chinese Language Instructor Gloria Huang has been running a lunch time China Club at Scotby School and an after-school China Club at Belle Vue Primary School. Between 15 and 20 children attend each weekly session and have been enjoying learning basic Mandarin and finding out about Chinese Culture. Feedback from teaching staff has been very positive, and both clubs will continue next term with new groups of students. Gloria has also been giving formal Mandarin tutoring to a group of British-Chinese families – seven children have taken ‘YCT’ examinations this term and are expected to pass. Our Chinese Language and Culture Course for adults has also been very well received, with the whole group wanting to continue in the New Year.

CUMBRIA YOUTH SERVICES

Tullie House has received funding from the Hadfield Trust to run a second street art project with Cumbria Youth Services, following the success of a pilot project in October

2016. We worked with a group of young offenders on two graffiti style murals inspired by the Border Reivers and the Romans, which are now on display in the Border Gallery. The participants worked with a professional street artist and will achieve their Explore Arts Awards as part of the project. During the week, our Young Carers group also took part in a street art session, learning new techniques and skills.

BLACK HISTORY MONTH

There was an excellent turnout for our 2017 Black History Month event. Over fifty people took part in a night of discussion, reflection and performance, held in partnership with AWAZ Cumbria. We screened the locally produced film 'This Place' where 16 people from different parts of the world, who have made their homes in Carlisle, talk about the places they have come from and what brought them to Cumbria. Local poets, writers and musicians then shared their creative responses to related objects from our collection, and our Community & Young People Coordinator's presentation of her own local research relating to her Grandmother's journey from Barbados to England in the 1950s.

DIWALI

To celebrate the Festival of Light, Tullie House held a tea light making drop-in during our busiest ever October Half Term, and invited local dancer Priya Sundar and her company of musicians and dancers to give two special performances at the museum, both of which were well attended. We also created a small case display with Indian items from our collection, including beautiful water colour paintings.

HEALING ARTS

Tullie House has been working at the Cumberland Infirmary in partnership with Prism Arts for the last 18 months and, inspired by this work, the hospital has decided to fund a Healing Arts Coordinator for six months to explore ways of using the museum's collection and arts practice to improve the wellbeing of patients and staff at the hospital. The post is managed by a steering group of key staff from the hospital, Prism Arts and Tullie House, and will hopefully be sustained through a funding application to Arts Council England.

EXHIBITIONS

In September, the Paul Leith: Technicolour Carlisle exhibition was subject to an Artistic and Quality Assessment (AQA) by Arts Council England. The AQA praised the exhibition for having been "well-balanced and well-curated" as well as "interesting, engaging and uplifting" and was a fitting end to a very successful and well-received exhibit.

The Percy Kelly: Line of Beauty, A Retrospective exhibition continues to be successful for the museum with over 5,600 visitors having visited it since it opened on 23rd September 2017.

Report to Council

Agenda
Item

11(i)(b)

Meeting Date: 9th January 2018

Public/Private*: Public

Title: **Health & Wellbeing Scrutiny Panel Chairman's Report –
Councillor Jack Paton**

Due to the amount of items on the Agenda, I felt that after talking to Steven O'Keeffe, it was only right to move the Sands Centre Redevelopment and possibly another item to an additional Scrutiny Panel Meeting, now scheduled for Monday, 29th January 2018.

I felt the Tullie House Business Plan was extremely interesting and raised a higher than expected amount of questions from the Panel. It was highlighted that the Museum was in a unique position that it could promote itself as a major player in the Country. Not only was there the Roman link, but the Borderlands feuds, the Reivers connection and also the links with our Scottish neighbours. There is also the potential to work together with English Heritage, Carlisle Cathedral together with the link to the Railway and the major part they played in the Region. The Panel was happy that any future changes being proposed to the funding for Tullie House would come back to Scrutiny.

Turning to the Budget, the current MTFP would continue to be updated as the key issues became clearer and the appropriate decisions were taken.

We were disappointed that the John Street Hostel is still not open. It is two years since Storm Desmond in 2015 and I feel it is an unacceptable length of time taken to get it reopened.

On the matter of Rethinking Waste we were all very supportive of the implementation of the Waste Project together with the training regime. We feel that as we now have our own fleet things will improve, and the use of agency staff will be very minimal as we are now employing our own personnel who will be trained. We asked for an update in six months.

Cllr Jack Paton
Chairman

Meeting Date: 9 January 2018

Public/Private*: Public

Title: **Business and Transformation Scrutiny - Councillor Jessica Riddle**

Works Programme

At this meeting in the discussion of the works programme it was reported that the Scrutiny Chairs Group is following our lead in having resolutions made by panels tracked, thereby making responses and outcomes quite clear.

The Business and Transformation Scrutiny Panel is also joining with the Health and Wellbeing Scrutiny Panel at the end of January 2018 to scrutinise the Sands Centre redevelopment.

Budget Papers

The panel then moved on to discuss the budget papers, taking into account the comments made by the other scrutiny panels. There were many questions asked on the revenue estimates. There is still uncertainty on how the changes to Universal Credit would affect the Housing Benefit service therefore the Welfare Reform Reserve would remain in the budget figures. Also, in 2021, Land Charges would be transferred to the land registry so again there is some doubt about what services would remain with the city council.

There was considerable interest in the Sands Centre redevelopment as I have written earlier but this will be subject to additional scrutiny in January.

In the discussion on review of charges the panel supported the Economic Growth Scrutiny Panel's recommendation that the reduction in long stay charges in the Civic Centre be dropped.

There was interest in how the Homelife charges were being altered. The budget and action plan for DFGs will also be kept under close scrutiny.

Community Asset Transfer Policy

The draft Community Asset Transfer policy is particularly interesting. The Task and Finish group looked at a variety of policies from Bristol to Cumbria, and worked with the officers to produce a clear and concise policy with supporting documentation. It is hoped that by having a clear framework there would be an increase in interest from community groups.

Sickness Absence

The sickness absence again showed a decrease in levels. The members noted the varied initiatives and training that were designed to improve staff health and wellbeing.

I would like to thank the attending officers for their patience and informed responses to the many questions coming from the panel. I also thank the panel members for their hard work and enthusiasm.

I hope everyone had a Happy Christmas and a Good New Year.

Cllr Jessica Riddle
Chairman

Meeting Date: 9th January 2018

Public/Private*: Public

Title: **Economic Growth Scrutiny Panel Chairman's Report – Councillor Paul Nedved**

The Panel met on the 30th November 2017 with an Agenda consisting of the Overview and Work Programme, the Budget Reports 2018/19, updates on Housing Delivery and St Cuthbert's Garden Village and finally the Quarter 2 Performance Report 2017/18.

Overview Report and Work Programme

The two key outcomes of the Overview Reports were that the Panels would now be tracking information on Scrutiny resolutions with the inclusion of a timeline for future Reports and that two Members of the Economic Growth Scrutiny Panel would join the Business and Transformation Task and Finish Group ongoing work relating to the Council's Asset Transfer Policy.

Budget 2018/19

The Panel gave detailed consideration of the Budget Reports that fell within its remit with a series of recommendations forwarded to the Executive.

THE FULL DETAIL OF THESE DISCUSSIONS ARE CONTAINED IN THE MINUTE BOOK.

The Panel thanked the Chief Finance Officer and her Team for the work they had undertaken preparing the Budget Reports.

Housing Delivery and St Cuthbert's Garden Village Updates

The Panel received updates on these two key remits which were provided by the Policy & Investment Manager.

Members had been involved in the detailed scrutiny of the Local Plan both at Panel Meetings and some Members continue to be involved in the Local Plan Working Group. Housing Delivery was a key component of this.

Equally the newly constituted Garden Village Working Group had recently met and been appraised of the Project. This Panel would also be receiving regular update Reports as to the emerging thinking and progress as to St Cuthbert's Garden Village.

Detail was provided as to the Council's Developing Housing Strategy, the provision of a Prospectus for Investors and Housing Developers and information as to net completions for new homes.

Members raised a series of questions in relation to historic and projected population figures, whether there would be the necessary population to sustain the City's economic growth and the Garden Village. The matter of construction on flood plains was also queried and the provision of future flood resilience measures in the District.

Some discussion on the types of housing provision was undertaken which would in part be covered by the Panel in January when the Council's Draft Affordable and Specialist Housing SPD would be an Agenda item.

An overview of progress on the Garden Village was provided which outlined the governance arrangements and the support to the County Council on the feasibility work on a new Carlisle Southern Link Road. At the time of the Panel Meeting news was still being awaited as to whether the Council's bid for additional capacity funding had been successful.

Overall the Panel were generally highly supportive of the Garden Village Project and the opportunities it afforded, and praised the Officers for the work already undertaken on the Project.

Members commented that this Project would allow for a rebalancing of the City, attract people in conjunction with other economic development from elsewhere from other urban areas and requesting more information as to Employment Sites contained in the Draft Vision. Consultation /public engagement with residents was also emphasised.

Regular feedback was requested on the GV Project as well as updates from the Member Working Group.

Quarter 2 Performance Report 2017/18

The Members were provided with a Report from the Policy &Performance Officer with the new Service Standards and Key Performance Indicators, including a new KPI dashboard.

A series of questions and comments arose from the Carlisle Plan Key Actions. They related to the recent flooding issues experienced earlier in the month, progress on the street signage installation and the future plans for replacing the Bandstand in the City Centre.

Can I wish all involved with the Economic Growth Scrutiny Panel “Best Wishes for 2018” and thank you for all the considerable contributions and enthusiasm over the last year.

Full details of the discussions are to be found within the Minute Book.

Cllr Paul Nedved
Chairman

Report to Council

**Agenda
Item:**

18(i)

Meeting Date: 9 January 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework
Public / Private Public

Title: DATES AND TIMES OF MEETINGS 2018/19
Report of: Corporate Director of Governance and Regulatory Services
Report Number: GD.02/18

Purpose / Summary:

The attached report relating to the dates and times of meetings for 2018/19 was submitted to the Executive on 20 November 2017. The Executive recommended that the Council agree the schedule of dates and times of meetings in the 2018/19 municipal year as set out in the calendar attached as an Appendix. The Executive also noted the dates and times of meetings of the Executive as chosen by the Leader.

Recommendations:

- (1) That the dates and times of meetings in the Municipal Year 2018/19 be approved as set out in the attached Schedule.
- (2) That the dates and times for meetings of the Executive, which have been chosen by the Leader, be noted.

Tracking

Executive:	20 November 2017
Overview and Scrutiny:	Scrutiny Chairs Group – 10 November 2017
Council:	9 January 2018

Contact Officer: Rachel Plant

Ext: 7039

**Appendices GD.63/17
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **GD.63/17**

Report to Executive

Agenda
Item:

A.9

Meeting Date: 20 November 2017

Portfolio: Cross Cutting

Key Decision: Not applicable

Within Policy and
Budget Framework No

Public / Private Public

Title: Dates and Times of Meetings 2018/19

Report of: Corporate Director of Governance and Regulatory Services

Report Number: GD.63/17

Purpose / Summary:

To consider dates and times for meetings of the City Council, Executive, Scrutiny Panels, Audit Committee and the Regulatory Committees for the 2018/19 municipal year.

Recommendations:

- (1) The observations of the Executive are requested on the schedule of dates and times for meetings in the 2018/19 Municipal Year for submission to the City Council.
- (2) That the dates and times for meetings of the Executive, which have been chosen by the Leader, be noted.

Tracking

Executive:	20 November 2017
Scrutiny:	10 November 2017
Council:	9 January 2018

1. BACKGROUND

1.0 Attached at Appendix A is a draft schedule of meeting dates for the City Council, the Executive, Scrutiny Panels and the Regulatory Committees for the 2018/19 Municipal Year.

1.1 The frequency of meetings is set out in the Constitution in respect of the Executive, Scrutiny Panels and the Audit Committee. The frequency of meetings of the Council and remaining Committees/Panels have been previously agreed. The current frequencies are as follows:-

City Council (ordinary meetings)	8 weekly;
Scrutiny Panels	6 weekly;
Executive (required to meet at least 13 times per year)	4 weekly;
Development Control Committee	6 weekly*;
Regulatory Panel	5 weekly;
Licensing Committee	Quarterly

*was previously 5 week cycle but has been changed to 6 weekly.

The Audit Committee will meet in July, September, December and March.

Meetings of the Standards Committee, Appeals Panel, Employment Panel, Licensing Sub-Committees, and other meetings are held as and when required and as such are not included in this schedule.

1.2 The Constitution states that the Executive will meet at least 13 times per year. Dates and times for meetings of the Executive are at the discretion of the Leader and are currently every 4 weeks.

1.3 The Scrutiny Panels have been scheduled to meet at 10.00am on Thursday mornings, as is current practice.

1.4 With regard to the Budget process, it is proposed that the Executive meeting scheduled for Monday 12 November 2018 will be an ordinary meeting that will also include consideration of the initial draft Budget reports. The budget reports will then be circulated for consultation with the Scrutiny Panels as follows:-

Health and Wellbeing – Thursday 15 November 2018;

Economic Growth – Thursday 22 November 2018;

Business and Transformation – Thursday 29 November 2018.

The observations of the Scrutiny Panels will then be considered at a further special Executive meeting on Monday 3 December 2018.

It is proposed that the Executive will meet again on Monday 10 December 2018 to formally agree its draft Budget for consultation.

This consultation process will include the proposals being submitted to the scheduled meeting of the Business and Transformation Scrutiny Panel on Thursday 3 January 2019 with their observations and other feedback being considered by the Executive at their meeting on Wednesday 16 January 2019.

The budget proposal will then go to a Special meeting of the City Council on Tuesday 5 February 2019. At this stage there are no other scheduled Special Executive or Council meetings to consider amended budget resolutions, as has happened in previous years.

2. CONSULTATION

- 2.1 The Scrutiny Chairs Group has considered the draft timetable on 10 November 2017 and any comments have been fed into the draft calendar.
- 2.2 Consultation has taken place with the Licensing Section, Economic Development and Finance on the scheduling of meetings. The Chief Finance Officer's comments on the arrangements for considering and processing the Budget and the views of Economic Development on the schedule of Development Control Committee meetings have been incorporated in the schedule of meetings attached.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 3.1 In accordance with Procedure Rule 1.1 (x) that the dates and times of meetings in the Municipal Year 2018/19 be approved as set out in the attached appendix.
- 3.2 That the dates and times of meetings of the Executive as chosen by the Leader be noted.

Contact Officer: Rachel Plant

Ext: 7039

Appendices attached to report: Appendix A – Schedule of dates and times of meetings for 2018/19

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- Carlisle City Council's Constitution
- GD.24/17 – Dates and Times of Meetings 2017/18 from Council 15 May 2017.

CORPORATE IMPLICATIONS/RISKS:

Community Services – Not applicable

Corporate Support and Resources – Subject to the Council agreeing a schedule of meetings for Council, Scrutiny Panels and Regulatory Committees and the Leader arranging a schedule of meetings of the Executive which are broadly comparable with the schedule of meetings for the current Municipal Year, there are no additional staffing/resource requirements arising from this report. The meetings necessary for the Budget process have been scheduled into the Calendar of Meetings. The Council budget meeting is currently scheduled for 5 February 2019. As this is before 8 February any proposed amendments to the budget proposals on the night would act as a reference back to the Executive and would not be effective on the night.

Economic Development – Not applicable

Governance and Regulatory Services – comments are incorporated in the report

May 2018

Mon	Tue	Wed	Thu	Fri	Sat	Sun
	1	2	3 City & Parish Elections	4	5	6
7 Bank Holiday	8	9	10	11	12	13
14	15	16	17	18	19	20
21 11.00am - Annual Council	22	23	24	25	26	27
28 Bank Holiday	29	30 2.00pm - Regulatory Panel followed by Licensing Committee 4.00pm - Executive	31 10.00am - Business & Transformation Scrutiny Panel			

June 2018

Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1	2	3
4	5	6 9.45am - Development Control Committee 10.00am - Development Control Site Visits	7 10.00am - Health & Wellbeing Scrutiny Panel	8 10.00am - Development Control Committee	9	10
11	12	13	14 10.00am - Economic Growth Scrutiny Panel	15	16	17
18	19	20	21	22	23	24
25 4.00pm - Executive	26	27	28	29	30	

July 2018

Mon	Tue	Wed	Thu	Fri	Sat	Sun
						1
2	3	4 2.00pm - Regulatory Panel	5	6	7	8
9 10.00am—Audit Committee	10	11	12 10.00am - Health & Wellbeing Scrutiny Panel	13	14	15
16	17 6.45pm - Council	18 10.00am - Development Control Site Visits	19 10.00am - Economic Growth Scrutiny Panel	20 10.00am - Development Control Committee	21	22
23 4.00pm - Executive	24	25	26 10.00am - Business & Transformation Scrutiny Panel	27	28	29
30 10.00am - Audit Committee	31					

August 2018

Mon	Tue	Wed	Thu	Fri	Sat	Sun
		1	2	3	4	5
6	7	8 2.00pm - Regulatory Panel	9	10	11	12
13	14	15	16	17	18	19
20 4.00pm - Executive	21	22 10.00am - Development Control Site Visits	23 10.00am - Health & Wellbeing Scrutiny Panel	24 10.00am - Development Control Committee	25	26
27 Bank Holiday	28	29	30 10.00am - Economic Growth Scrutiny Panel	31		

September 2018

Mon	Tue	Wed	Thu	Fri	Sat	Sun
					1	2
3	4	5	6 10.00am - Business & Transformation Scrutiny Panel	7	8	9
10	11 6.45pm - Council	12 2.00pm - Regulatory Panel	13	14	15	16
17 4.00pm - Executive	18	19	20	21	22	23
24	25	26 10.00am - Audit Committee	27	28	29	30

October 2018

Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3	4 10.00am - Health & Wellbeing Scrutiny Panel	5	6	7
8	9	10 10.00am - Development Control Site Visits	11 10.00am - Economic Growth Scrutiny Panel	12 10.00am - Development Control Committee	13	14
15 4.00pm - Executive	16	17 2.00pm - Regulatory Panel followed by Licensing Committee	18 10.00m - Business & Transformation Scrutiny Panel	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2018

Mon	Tue	Wed	Thu	Fri	Sat	Sun
			1	2	3	4
5	6 6.45pm - Council	7	8	9	10	11
12 4.00pm - Executive	13	14	15 10.00am - Health & Wellbeing Scrutiny Panel	16	17	18
19	20	21 10.00am - Development Control Site Visits 2.00pm - Regulatory Panel	22 10.00am - Economic Growth Scrutiny Panel	23 10.00am - Development Control Committee	24	25
26	27	28	29 10.00am - Business & Transformation Scrutiny Panel	30		

December 2018

Mon	Tue	Wed	Thu	Fri	Sat	Sun
					1	2
3 4.00pm - Executive	4	5	6	7	8	9
10 4.00pm - Executive	11	12	13	14	15	16
17 10.00am—Audit Committee	18	19	20	21	22	23
24	25 Christmas Day	26 Boxing Day	27	28	29	30
31						

January 2019

Mon	Tue	Wed	Thu	Fri	Sat	Sun
	1 Bank Holiday	2 2.00pm - Regulatory Panel followed by Licensing Committee	3 10.00am - Business & Transformation Scrutiny Panel	4	5	6
7	8 6.45pm - Council	9 10.00am - Development Control Site Visits	10 10.00am - Health & Wellbeing Scrutiny Panel	11 10.00am - Development Control Committee	12	13
14	15	16 4.00pm - Executive	17 10.00am - Economic Growth Scrutiny Panel	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2019

Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1	2	3
4	5 6.45pm—Special Council	6 2.00pm - Regulatory Panel	7	8	9	10
11 4.00pm - Executive	12	13 10.00am - Development Control Site Visits	14 10.00am - Business & Transformation Scrutiny Panel	15 10.00am - Development Control committee	16	17
18	19	20	21 10.00am - Health & Wellbeing Scrutiny Panel	22	23	24
25	26	27	28 10.00am - Economic Growth Scrutiny Panel			

March 2019

Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1	2	3
4	5 6.45pm - Council	6	7	8	9	10
11 4.00pm - Executive	12	13 2.00pm - Regulatory Panel	14	15	16	17
18 10.00am - Audit Committee	19	20	21	22	23	24
25	26	27	28 10.00am - Business & Transformation Scrutiny Panel	29	30	31

April 2019

Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3 10.00am - Development Control Site Visits	4 10.00am - Health & Wellbeing Scrutiny Panel	5 10.00am - Development Control Committee	6	7
8	9	10	11 10.00am - Economic Growth Scrutiny Panel	12	13	14
15 4.00pm - Executive	16	17 2.00pm - Regulatory Panel followed by Licensing Committee	18	19 Bank Holiday	20	21
22 Bank Holiday	23	24	25	26	27	28
29	30 6.45pm - Council					

May 2019

Mon	Tue	Wed	Thu	Fri	Sat	Sun
		1	2 Parish & City Council Elections	3	4	5
6 Bank Holiday	7	8	9	10	11	12
13	14	15	16	17	18	19
20 11.00am - Annual Council	21	22	23	24	25	26
27	28	29	30	31		

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 20 NOVEMBER 2017

EX.128/17 DATES AND TIMES OF MEETINGS FOR 2018/19
(Non Key Decision)

Portfolio Cross Cutting

Relevant Scrutiny Panel Economic Growth; Health and Wellbeing; and
Business and Transformation

Subject Matter

The Leader submitted report GD.63/17 concerning proposed dates and times of meetings of the City Council, the Executive, Scrutiny Panels, the Audit Committee and the Regulatory Committees for the 2018/19 municipal year.

Members' attention was, in particular, drawn to the proposals with regard to meetings of the Executive and the Budget process set out at Section 1 of the report.

The Scrutiny Chairs Group had considered the matter on 10 November 2017 but, if Members become aware of any clashes in terms of meeting dates, they should inform Committee Services.

The Leader then formally moved that the report go forward to the City Council in January 2018 for approval.

The Deputy Leader, and Finance, Governance and Resources Portfolio Holder formally seconded the recommendation.

Summary of options rejected none

DECISION

1. That the City Council be requested to agree the schedule of dates and times of meetings in the 2018/19 Municipal Year as set out in the calendar attached as an Appendix to Report GD.63/17.
2. That the dates and times for meetings of the Executive, which had been chosen by the Leader, be noted.

Reasons for Decision

In order to recommend to the City Council a schedule of dates and times for meetings covering the 2018/19 Municipal Year as required by Procedure Rule 1.1(x)

Report to Council

**Agenda
Item:**

18(ii)

Meeting Date: 9th January 2018
Portfolio: Culture, Leisure and Heritage
Key Decision: Yes: Recorded in the Notice Ref:KD
Within Policy and
Budget Framework YES
Public / Private Public

Title: TULLIE HOUSE BUSINESS PLAN 2018/19
Report of: DEPUTY CHIEF EXECUTIVE
Report Number: CS 07/18

Purpose / Summary:

Carlisle City Council is asked to consider the attached Executive Report (CS 40/17) and the appended Tullie House Business Plan and Roseangle Productivity Report (all of which were considered at the City Council's Executive Meeting on 18th December).

The purpose of this is to allow consideration of the Business Plan in order that the Council may agree core funding for the Trust. This is in line with Section 5 of the Partnership Agreement signed at the establishment of the Trust that the Business Plan submitted by the Trust to the City Council should be used as the basis for agreeing funding.

Recommendations:

Carlisle City Council are asked:

- (i) to consider the comments of both the Health and Wellbeing Scrutiny Panel (as detailed in the minute excerpt of their meeting on 23rd November 2017), and the comments and recommendations of Executive as (detailed in the minute excerpt of their meeting on 18th December 2017).
- (ii) Confirm the agreed levels of core funding for 2018/19 and 2019/20 (as per the current budget and medium term financial plan)
- (iii) Confirm a base reduction in core funding to the Tullie House Trust of up to £300,000 with effect from 2020/21.

Tracking

Executive:	18th December 2017
Scrutiny Panel:	23rd November 2017
Council:	9th January 2018

Report to Executive

Agenda
Item:

Meeting Date: 18th December 2017
Portfolio: Culture, Leisure and Heritage
Key Decision: Yes: Recorded in the Notice
Within Policy and Budget Framework YES
Public / Private Public

Title: TULLIE HOUSE BUSINESS PLAN 2018/19
Report of: DEPUTY CHIEF EXECUTIVE
Report Number: CS 40/17

Purpose / Summary:

This report introduces the Tullie House Museum and Art Gallery Trust (THT) 2018 - 2021 Business Plan.

The purpose of this report is to allow consideration of the Business Plan in order that the Council may in due course agree core funding for the Trust. This is in line with Section 5 of the Partnership Agreement between the Council and THT. This states that the Business Plan submitted by the Trust to the City Council should be used as the basis agreeing future years funding.

In addition to the THT Business Plan this report also presents a comprehensive, productivity study undertaken in early 2017. This study was undertaken following a joint appointment of specialist museum consultants Roseangle. This work was funded through a Local Government Association grant. The report outlines options to further develop the commercial approach of the THT and reduce their reliance on core funding from Carlisle City Council. A copy of the Roseangle report accompanies the Tullie House Business Plan here at Appendix 2.

Recommendations:

Executive are asked to consider the Tullie House Business Plan, alongside the Roseangle / Local Government Association Productivity Report and:

- Refer the Tullie House Business Plan and the Roseangle Report to Full Council for consideration
- Confirm the agreed levels of core funding for 2018/19 and 2019/20 (as per the current budget and medium term financial plan)
- Propose a base reduction in core funding to the Tullie House Trust of up to £300,000 with effect from 2020/21.

Tracking

Executive:	18th December 2017
Scrutiny Panel:	23rd November 2017
Council:	9th January 2018

1. BACKGROUND

- 1.1 The Council on 14th December 2010 approved the principle of establishing a new Charitable Trust to run the Tullie House Museum and Art Gallery. Tullie House Museum and Art Gallery transferred from Carlisle City Council to a new, independent, charitable company on 5th May 2011.
- 1.2 The partnership agreement between THT and Carlisle City Council states that the core funding for future years grant from the Council to the Trust is set following consideration of a business plan submitted annually by the end of October.
- 1.3 The Partnership Agreement states that core funding should be agreed for a three year period (covered by a Business Plan submitted annually).
- 1.4 This report presents the Tullie House Business Plan for the period 2018/19 through to 2020/21.
- 1.5 The Business Plan presents the THT current proposals and financial projections.
- 1.6 In late 2016 Carlisle City Council was successful in securing grant funding from the Local Government Association to fund expert consultancy support to review the sustainability and potential future funding of the Tullie House Museum.
- 1.7 Carlisle City Council and the THT jointly commissioned Roseangle to undertake this work.
- 1.8 Roseangle reported back to both Carlisle City Council and the Tullie House Trust in February 2017 with a range of proposals on how a more commercial approach at Tullie House could be developed, and consequently how core funding from Carlisle City Council might be reduced.
- 1.10 Since the production of the report Carlisle City Council and Tullie House Trust representatives have met on several occasions to discuss how the recommendations of the Roseangle report could be implemented and how this could help reduce reliance on core funding from Carlisle City Council.
- 1.11 These conversations are ongoing and it is therefore reasonably anticipated that further reductions in core funding could be achieved in the lifetime of this business plan.

2.0 CORE GRANT

- 2.1 The Core Grant referred to in the THT Business Plan (Page 13 Aim 1.) represents the financial support offered to the THT on annual basis to assist the Trust to operate. The Council has reduced this grant since the commencement of the THT in May 2011. The reduction of the grant has been in line with the saving requirements placed on other services within the authorities control. The table below demonstrates these reductions over time. To give the Trust certainty during this period the Council did agree to hold the core grant between the years 2013-15 and 2016-2020.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Core Grant (Base funding before inflation)	1,314,420	1,256,420	1,198,420	1,198,420	948,420	734,420	734,420	734,420	734,420

- 2.2 In the light of the recommendations in the Productivity Report and the THT Business Plan the Executive will now need to agree the level of grant for the 2020/21 budget year at its meeting 18th December 2017.
- 2.3 The Health and Wellbeing Scrutiny Panel considered both the THT Business Plan and the Productivity report at their meeting on the 23rd November. The minutes of that meeting accompany this report to Executive.

3. PROPOSALS

- 3.1 In light of the Tullie House's Business Plan and the Roseangle Productivity Report it is proposed that the agreed core funding levels for 2018/19 and 2019/20 are confirmed and that a reduction of £300,000 is made to core funding from 2020/21.

4. CONSULTATION

- 4.1 Carlisle City Council's Health and Wellbeing Panel's views on the proposed Business Plan are being sought ahead of consideration of the plan by Executive.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 5.1 The recommendations allow this report, the associated Business Plan, and core funding to be approved in line with the Partnership agreement.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 6.1 “We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle.”

Contact Officer: Darren Crossley

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**Appendices
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

Governance – The agreement between the Council and Tullie House Museum & Arts Gallery Trust requires that, as part of the grant funding process, the Trust submit a business plan for approval which both parties must use their best endeavours to agree by no later than 31 December of each year.

Local Environment –

Resources – The MTFP assumes provision for the core funding of the Tullie House Trust in accordance with the Partnership and Funding agreement and includes reductions in core funding which have been previously agreed. In line with standard procedures, further work is required in respect of the inflation calculation for 2018/19 as well as clarification of any central support services required in future years.

**TULLIE
HOUSE**

**MUSEUM AND
ART GALLERY
CARLISLE**

Draft Business Plan

2018/19 to 2020/21

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Foreword

2018/19 sees the second year of stable funding from our two major funders – Carlisle City Council and Arts Council England (ACE). This financial solidity is allowing the Trust the opportunity to better plan and put greater emphasis on income generation. In the 2017/18 Business Plan we stated that we wanted to improve our spend-per-head and that over the next three years we would commit to developing income streams so that there will be much greater emphasis on developing earned revenue. At the time of writing paid admissions are up by 4% (although this jumps to an incredible 60% up since the introduction of the new Annual Ticket at the end of September), retail is up 11% and our spend-per-head is also up by 13%. We recognise that although this demonstrates progress growth is still relatively slow. To accelerate both earned and contributed income the Trust has, over the past 10 months, invested in a range of new initiatives:

- Introduced a new annual ticket which simplifies our offer and allows us to better develop audiences and cross promote
- Linked to the above, we have invested in our CRM system to ensure that we can capture and use visitor data to drive repeat visits
- Improved the marketing and promotion offer, as evidenced in the Percy Kelly exhibition, and
- Improved the retail offer, also evidenced by the Percy Kelly exhibition

Other initiatives are in train and will continue to be developed, such as:

- Appointing an Events & Hospitality Manager to drive commercial bookings and events
- Appointing a Fundraising Coordinator to support the good work being done in attracting and developing sponsors as well as focusing on the investment potential from individuals, trusts and foundations
- Refreshing our Memberships proposition
- Working with a local solicitor to create a new legacy offer
- Seeking funding to aid capacity-building

In October 2016, we appointed Catering Academy as our new catering partner. Following 25 years of working with Elmor the transition has not been easy but the Trust is working hand-in-hand with Catering Academy to focus on consistency of service and food delivery. Plans to refurbish the restaurant are still being developed but we have taken the decision to delay this so as not to dilute the focus of getting the right offer to suit our audiences whilst maintaining bottom line profitability.

The focus on income generation is running in parallel with the creation of Masterplan to redevelop the whole Tullie House site. The focus on this ambitious capital scheme is also tied into our twin priorities of income generation and community engagement/development, with Phase 1 majoring on the acquisition and development of adjacent property referred to as 6-24

Castle Street. Architects and business planners have been appointed and a Resilient Heritage grant application has been submitted to the Heritage Lottery Fund (HLF). The project is being managed by the Trust via a Steering Group that includes senior representation from Carlisle City Council.

The Trust is pleased to report that it was successful in leading the Cumbria Museum Consortium's (CMC) bid to apply for National Portfolio Organisation (NPO) funding from ACE. A 'conditional offer' has been received and is now subject to approval based on receipt of this business plan and that of the other consortium partners. Securing this investment (which runs to March 2022) is vital to both Tullie House and Carlisle's status as major cultural venues.

The Trust is conscious that it needs to increase visitor numbers and associated income and is making significant cultural changes to respond to this challenge during a period of austerity and political uncertainty. One of the key drivers to growth in any museum is its public programme and the Tullie House offer has always been highly regarded, popular and diverse. However, as with the rest of the museum it too must develop to reflect the new priorities and the social and political changes that so influence publicly funded cultural organisations today. The exhibitions programme, because of the need to plan complex exhibitions over several years, takes time to develop. Several of the exhibitions delivered in 2017 were conceived in 2015 and so change is inevitably more gradual. 2017 saw Trust collaborate on the hugely ambitious Hadrian's Cavalry exhibition and unique Turma! event; both were a great success with the former drawing higher than usual adult and overseas audiences whilst the latter saw over 3,500 people descend on the city's Bitts Park for a Roman themed weekend extravaganza.

Autumn's Percy Kelly Retrospective has been four years in the making and at the time of writing is exceeding expectations in attracting local and national audiences. This will be followed in early 2018 with the much-anticipated exhibition on China featuring artefacts from our partner museum in Xuzhou that have never before been seen in the West.

Our engagement programme continues to encourage people to learn, participate and be inspired by the museum's collections. Over 12,000 school pupils, almost 1,000 vulnerable adults and young people and over 8,000 families actively participated in museum activity during 2017. The Trust also works with those people who may experience barriers to accessing the collections through challenging personal situations. For less engaged adults, many of whom are living with physical or learning disabilities, we run regular programmes of activity. For example, we run a monthly session at the museum for people living with dementia and their relatives, where participants handle objects and make new friends. We also run sessions for adults struggling with mental health issues, who create art inspired by collection as part of their therapy. We have partnerships with local organisations who run services for adults dealing with addiction issues, homeless people and offenders in rehabilitation. We use our collections to start conversations and challenging discussions, in a safe environment, and help create a sense of pride in Carlisle for the people who live here.

Finally, we thank all of our partners, visitors, staff, trustees, volunteers, members, supporters and donors for helping to make Tullie House such an inspiring and successful museum. We still face a difficult economic climate, but we continue to find ways to provide an exciting programme, and to preserve our cultural heritage for future generations.

1.0 Executive Summary

Tullie House Museum Trust's mission is to deliver an outstanding, inclusive and resilient museum that is a major cultural destination for the north, which uses its collections to produce a world class public programme targeted at visitors and the people of Carlisle and which engages a broad spectrum of audiences. Having been founded over 120 years Tullie House is well established, much loved and highly respected.

Inspired by the richness and diversity of its collections, the city of Carlisle, the county of Cumbria and rooted in engagement and co-curation, the Trust will deliver an ambitious programme that is relevant and beneficial to local communities and attracts visitors into the area. The Trust will work with a wide range of local, national and international partners to generate fresh perspectives on our collections, exploring diverse themes in exhibitions, displays and events.

Building on existing strong community relationships, The Trust will ensure that everyone living in and visiting Carlisle has the opportunity to engage with our collections, either by visiting or through innovative digital projects. Imaginative, high-quality programmes designed to increase engagement by less engaged audiences will be prioritised alongside excellent cultural learning opportunities for children and young people.

Recognising the opportunities, and challenges, presented by being more entrepreneurial the Trust has set a clear direction to deliver a more robust and sustainability future. The Trust is also weaving this entrepreneurial approach into developing and delivering an ambitious capital development plan which will increase the museum's footprint whilst focusing on long term sustainability. Fundamental to this is the Trust's approach to collaborative working, which will be optimised to maximise economies of scale and shared learning.

Mindful of the challenging economic climate the Trust will use all of its resources to focus on deliver the ambition set out in this Business Plan and it will also draw on the shared talents and skills of the combined Cumbria Museum Consortium workforce to ensure that all staff and volunteers are given inspiring opportunities to develop.

2.0 Introduction

2.1 Context

Tullie House Museum and Art Gallery Trust operates and manages Tullie House Museum and Art Gallery in Castle Street, Carlisle, which is our main place of business, and the Guildhall, a 14th century Grade I listed building in Greenmarket Street. Additionally, the Trust occupies

industrial premises for off-site collections storage, and in 2014 access to the adjacent Herbert Atkinson House in Abbey Street was provided by Carlisle City Council. This building is now used to house the Cumbria Biological Data Centre and some of the Trust's support services. All these premises are leased by the Trust from Carlisle City Council, as are the collections. The Trust manages the buildings and collections on behalf of the City Council.

Tullie House was opened by Carlisle City Council as a museum in 1893. In the 1990s there were significant developments to the Castle Street premises involving new gallery spaces, a restaurant, a shop, education facilities and storage. In 2001, a further gallery, the Millennium gallery, and a rotunda that overlooks Carlisle Castle and the site of a historic Roman settlement, were opened. In 2011 the Millennium Gallery was reopened as our new Roman Frontier Gallery, which tells the story of the occupation of Carlisle and the border country under the Roman Empire and places this in a contemporary context.

In 2011 Carlisle City Council transferred the management of Tullie House to a new charitable trust, at which time the employment contracts of Tullie House staff were transferred from the City Council to the Trust. The City Council continues to provide core funding to the Trust in the form of annual grants, which are based on a rolling three-year business plan prepared by the Trust. A series of 30-year legal agreements commencing in 2011 underpins key aspects of the operational and contractual relationship between the Trust and the City Council.

The Trust also generates income through entry charges to the museum and art gallery, through retail outlets at the museum and the Guildhall, through catering and corporate hospitality activities at Tullie House, via grants for education projects, collections, conservation and exhibitions, and through chargeable events.

The Trust was incorporated on 17 March 2011. It became a registered charity on 3 August 2011 (charity registration number 1143235). The charity's object is: "to advance the education of the public, including an understanding and appreciation of the arts, sciences and history". The charity has a subsidiary trading company, Tullie House Museum and Art Gallery Trust (Trading) Limited, a private limited company that was incorporated on 19 July 2011 (company registration number 07710513).

2.2 The Collections

The collections cover three main areas: Art, Human History and Natural Sciences.

The **Fine Art** collections comprise some 4,600 objects, mainly paintings and works on paper. The museum has benefited from several important bequests, which includes a group of Pre-Raphaelite works which include pieces of national significance.

There are around 2,000 pieces in the **Decorative Arts** collections, of which 800 are English porcelain. This significant collection, built up around the turn of the 20th century, is the largest collection of English Georgian porcelain figures in the north of England.

The **Archaeology** collections offer a comprehensive survey of material representing Cumbria from the Mesolithic period to around 1700. The collections comprise some 20,000 items, in addition to which there are about 80,000 objects from recent excavations in the city. An outstanding strength of the Tullie House Archaeology collections is the material from excavations at the western section of Hadrian's Wall, a UNESCO World Heritage Site since 1987 and the most significant Roman monument in Great Britain. The finds include inscribed and sculpted stones and an important group of organic items, which rarely survive. The scope and quality of these collections justify Carlisle's claim to be the most important centre for Roman material in the North West.

The **Social History** collections have a strong focus on material representing the life of Carlisle and north Cumbria. There are 12,720 objects and 8,000 associated images. The collections have material broadly representing working and domestic life from the 19th to 20th centuries and, as such, is a resource of great importance to understanding the history of Carlisle and its people.

The **costume and textiles** collection is of significance. Much of the textile material relates to production in Carlisle in the 18th /19th centuries, when the city was an important textile centre for spinning, weaving and printing. The collections of Cumbrian rag rugs and quilts reflects a key local tradition. There is a strong collection of women's dress which provides an overview of fashion evolution, including an extensive collection of wedding dresses, evening dresses and examples of fancy dress.

The collecting of **natural history** has been central to Tullie House since it was set up as a public museum in the 1890s: it established what may be the first ever local biological records centre in 1902. The natural history collections were the inspiration of the Rev. H.A. Macpherson who gave his own large collection and persuaded others to do likewise. Today the Natural Science collections comprise an estimated 250,000 objects encompassing Botany, Geology and Zoology, all with an emphasis on material from Cumbria and the Lake District.

The Museum also houses the **Cumbria Biological Data Centre** which has received and collated natural history records since 1902 when the Natural History Records Bureau was formed. This makes it the oldest Local (wildlife/biological) Record Centre in the country. Data from the records has been used to understand the wildlife in Cumbria, educate the public, support research and shape UK conservation policy. The Centre now holds over two million records.

2.3 Partnership and Engagement Activity

Along with our partners Wordsworth Trust and Lakeland Arts Trust, Tullie House forms the Cumbria Museum Consortium, one of 23 Major Partner Museums who receive funding from Arts Council England. We also have partnerships with some of the most prestigious museums in the country, including the British Museum, as well as international partners like the Imperial Decree Museum in Xuzhou, China. The Trust is also proud to be a partner of the University of Cumbria and the collaborative work we are doing on creating a cultural strategy for Carlisle, supporting teacher training, arts development and delivering training and research in the field of zoology.

The Trust uses the collections to encourage people to learn, participate and be inspired by the arts and culture. It does this via a series of targeted programmes – for example the museum engaged with over 12,000 school pupils, almost 1,000 vulnerable adults and young people and over 8,000 families in 2017. The Trust's Learning & Engagement Team has won awards for its service, including the prestigious *Kids in Museums Family Friendly Award*, sponsored by the Telegraph Newspaper. Kids in Museums are a national charity dedicated to making museums accessible for families, and the award is one of the most sought after in the UK as it is awarded through a combination of public votes and the recommendations of a panel of experts. The Trust is committed to providing accessible spaces for all ages, and actively seeks out opportunities to work with the challenging but rewarding age group of teenagers. This programme is also award-winning – our Community & Young People Coordinator received the Golden Apple Award for Youth for her outstanding work with young people in Cumbria. As well as working with young people who are already interested in the museum and history through our museum Youth Panel, we work with those who may experience barriers to accessing Tullie House through challenging personal situations, including young carers and young people at risk of offending. We also run programmes for less engaged adults, many of whom are living with physical or learning disabilities. For example, we run a monthly session at the museum for people living with dementia and their relatives, where participants handle objects and make new friends. We also run sessions for adults struggling with mental health issues, who create art inspired by the collection as part of their therapy. We have partnerships with local organisations who run services for adults dealing with addiction issues, homeless people and offenders in rehabilitation. We use our collections to start conversations and challenging discussions, in a safe environment, and help create a sense of pride in Carlisle for the people who live here.

3.0 Vision, mission and values

Vision: Tullie House Trust will be a thriving, resilient organisation that delivers ambitious cultural programmes inspired by the richness and diversity of our collections, that are relevant and beneficial to local communities and visitors alike.

Mission: To deliver an outstanding, inclusive and resilient museum that is a major cultural destination for the north, and which uses its collections to produce a world class public

programme targeted at visitors and the people of Carlisle and engages a broad spectrum of audiences.

Values: At the beginning of 2016 we introduced the Tullie House Manifesto and this forms the basis of all our work and, in particular, the two strategic priorities. Community engagement is at the very heart of the Manifesto and we will work hard to ensure that our community influences what we do and how we do it. We will communicate better, involve more people and open up new opportunities for people to be inspired by the collections we hold.

Our other priority area – financial sustainability – is also underpinned by the Manifesto. Greater engagement will increase visitor numbers and therefore admission income and secondary spend. However, we have also been testing the market – asking our users what they want – and, providing we can secure the required funding, some of their responses will be implemented over the next three years. For example: a permanent Explorer’s Gallery for children, greater opportunities to handle collections, more and different collections on display and improved visitor facilities.

We recognise the need to improve performance, gather data and respond to visitor needs; these are all strands within the Manifesto but the challenge is to weave community engagement and financial resilience together so that we can develop our role, connect better with our audiences and deliver inspiring and popular programmes.

4.0 External environment

4.1 Context

Whilst recognising that we operate in a general climate of political and economic uncertainty, Tullie House Trust has identified some specific challenges and opportunities to strengthen its resilience in response to those challenges. We have used the PESTLE (Political, Economic, Sociological, Technological, Legal, Environmental) framework to help identify key issues.

4.2 Reduction in local authority resources

The Trust recognises the need to plan for the future on the basis of reduced funding from Carlisle City Council, the museum’s principal funder. As a consequence, the Trust is developing a fundraising strategy which embraces many of the recommendations made in the jointly commissioned Bryant Productivity Report (2017). The Trust now has a much greater focus on income generation as evidenced by the appointment of a number of new staff with a strong commercial focus, and the establishment of a Development Committee to challenge the executive team to increase earned and contributed income. That said the Trust is also working collaboratively with Carlisle City Council on a number of initiatives, including a major capital development (see section 6.5)

4.3 Impact of Brexit

A thriving tourism economy is key to the resilience of the CMC, and industry analysts predict more international visitors and domestic staycations as a result of a weak pound. This presents an opportunity that the Trust will seize by continuing to develop our programme and invest in tourism partnerships.

4.4 Recruitment and retention of staff

This is a particular challenge for Tullie House, especially with senior professional positions, as the Trust is unable to offer competitive sector appropriate salaries. To respond to this the Trust will be focusing its recruitment on the benefits of living in Cumbria and looking at whether it is possible to provide other incentives.

4.5 Competition for people's leisure time, including from other visitor attractions

The Trust, with Carlisle City Council, is planning improvements to its site and physical infrastructure to remain competitive. Additionally, new programmes of activity associated with the capital scheme will help retain existing and create new audiences.

4.6 Climate and weather

The winter of 2015 demonstrated that Cumbria and Carlisle in particular, faces significant environmental, weather-related challenges. Bad weather and flooding affect the transport infrastructure (as it did in 2015 and 2009), limiting access to our sites for staff and visitors. The Trust recognises the need to maintain continuity of access to museums and collections through expanded digital programmes and content.

4.7 Geography, topography and demographics

Cumbria's geography is characterised by an upland interior, limited transport routes, remote rural communities and a coastal urban fringe. This presents challenges in terms of reaching audiences, providing sector leadership and the operation of the museum. Carlisle has a population of around 70,000 (100,000 if the wider City Council boundary is considered), which has increased by just over 6% during the past 10 years. This rate of growth is slightly behind the national average which saw an increase of 7.3% over the decade. Within the overall population growth in Carlisle, however, there are variations and whilst the last decade has seen growth in the working age and over 65 populations in line with national trends, the city has also experienced a decline in the number of 0-15 year olds, down by 2.6%. Carlisle's inward migration is lower than elsewhere in the UK, with the 2011 Census showing that under 5% of Carlisle residents are born overseas compared to 13.4% for England & Wales. Carlisle also has a lower proportion of its population in every ethnic group apart from British white than the average for England and Wales (in the 2011 Census, 5.0% of Carlisle residents were non-British white compared to 19.5% nationally).

Workplace figures on occupations reflect Carlisle's manufacturing heritage with skilled trades and process workers representing a higher proportion of the workforce than England & Wales

and other comparator areas. Plant, process and machinery occupations represent almost 12% compared to 7.2% for the UK, while 14% of residents are employed in skilled trades compared to 11.5% in England & Wales. The proportion of employees involved in management or senior positions combined with the proportion of people involved in professional occupations however is relatively low (21.4% compared with a UK average of 29.2%). The gap widens further if associate professional staff are included (30.7% Carlisle against 40.9% for E&W). Clearly this presents some challenges when considering residents' salaries, disposable income and spending power. The relative lack of opportunities in senior management and professional roles may also be an issue in attracting new businesses and in persuading professional people to move into the area, particularly if employment for their spouse may also be an issue.

Healthy, vibrant, economically successful cities have a large percentage of professionals, creative practitioners and senior managers and these diverse and/or high earning people require, along with good housing, a vibrant retail scene and excellent transport links, and a lively cultural and leisure offer. Research from both the Cultural Learning Alliance and Creative Industries Federation illustrates the positive impact of the arts for young people too, particularly those who come from economically or socially deprived backgrounds. Furthermore, the fact that even the head of the Confederation of British Industry recently made the case for the arts underlines its importance not only for wellbeing, but for business, which today thrives on artistic and adventurous creativity (Hackett, J, The Guardian, 2017).

Clearly for Carlisle to thrive and prosper as a regionally important and economically successful city the cultural offer needs to be strong, diverse and exciting. Tullie House Trust is working hard with civic, educational and cultural partners to raise the City's cultural offer by developing a consortium approach to tackling this challenge.

4.8 Environmental Sustainability

The Trust is committed to reducing the carbon footprint of our museum. It is managing this process via an Environmental Action Plan which has already resulted in the installation of energy efficient boilers and low energy LED lighting. The planned major capital developments present excellent opportunities for environmental efficiencies and will be built in to all plans. The Trust is also working with Museum Development North West (MDNW) to continue our carbon literacy training, learning from the best practice of others. The Trust will set carbon reduction targets and continue to seek energy-efficiency opportunities as part of its maintenance and renewals programme.

4.9 IT systems

A CMC digital strategy review in 2015 stressed the need to upgrade equipment and upskill staff. Consequently, significant work has been undertaken, including the procurement of a new IT provider, new hardware, the establishment of a museum-wide digital team and a significant staff training programme. This development will be ongoing with the commencement of a new CMC-wide digital strategy being commissioned in Autumn 2017. The Trust see investing in

digital technology as an important mechanism for increasing engagement and overcoming barriers of isolation, remote location and the complex topography of the county.

With investment, and as a CMC, the Trust has identified the huge potential of digital to:

- Make more effective use of creative media to share our work, particularly with those who are currently less engaged or face barriers, including isolation
- Investing in technology such as Skype Business to improve partnership working, particularly to increase efficiency and increase knowledge exchange (reducing staff travel to meetings will also have environmental benefits)

As part of our capital development, we will further invest in equipment and infrastructure to help increase income and footfall, for example by developing online ticketing and more responsive websites, and by improving our catering and creating new mixed-use facilities that can be hired by third parties.

4.10 Legal and Regulatory

The General Data Protection Regulation (GDPR) is a regulation by which the European Union intends to strengthen and unify data protection for all individuals within the EU. It also addresses the export of personal data outside the EU. The GDPR aims primarily to give control back to citizens and residents over their personal data and to simplify the regulatory environment for international business by unifying the regulation within the EU. When the GDPR takes effect, it will replace the data protection directive of 1995. The GDPR will come into effect in May 2018. Concerns for the museum sector are focused on, but not limited to: the collection, storage and sharing of data for marketing, fundraising, archiving and records keeping, and the necessity of obtaining consent from an individual for the processing of their data. The museums sector has lobbied government to ask that museums be considered 'hybrid public bodies' in UK legislation (a similar status sought by the University sector) whereby they perform a public task but also carry out a number of functions which can be deemed private. The hybrid status would enable museums to rely on two mechanisms through which they can process personal data: 'public task' and 'legitimate interest'.

The Trust is in discussion with Carlisle City Council regarding the lease over Herbert Atkinson House, which the Trust has occupied since 2014 under Licence. Allied to this are the ongoing negotiations with the City Council over the possible acquisition of 6-24 Castle Street (see section 6.5)

Following the potentially damaging effect of the business rates revaluation which took place in April 2017, the museums sector received some welcome news after the Upper Tribunal (Lands Chamber) ruled in their favour in a test case relating to how properties are valued for rating purposes. York Museum and Gallery Trust was successful in its long-running battle with the Valuation Office Agency (VOA) in which it claimed the properties should be valued on a net

income basis for business rates purposes rather than rebuild costs. Almost 50 per cent of all museums across England and Wales are valued by the VOA using what is commonly known as the 'contractor's method', resulting in high business rate liabilities. Because of the court's decision, museums will now be valued based on net income achieved by the individual museums/galleries, resulting in a rateable value in keeping with this. The Trust has commissioned commercial property consultants to review the business rating process for Tullie House and its associated properties.

5.0 Aims

Context

Over the next three years (from April 2018 to March 2021) the Trust will have two aims – **financial stability** and **community engagement**. Helping us to achieve these aims are eight strategic objectives.

Aim 1: Financial Sustainability

The CMC has secured NPO status from ACE for the period 2018 to 2022 and has also received a firm indication from Carlisle City Council that no further reductions in the core grant are planned for the duration of the Council's Medium Term Financial Plan. However, the Trust is mindful that due to continuing austerity measures local government stability is unlikely to continue, so in anticipation of this the Trust is planning to increase income from both earned and contributed sources by over £250k over the next three years.

- Objective 1: Develop an organisational focus on generating greater earned income (including catering, retail and admissions)
- Objective 2: Improve management information so that we can better manage performance
- Objective 3: Secure funding to initiate a programme of capital developments designed to generate a significant increase in earned income
- Objective 4: Actively increase income from trusts, foundations, individuals and corporates

Aim 2: Community Engagement

The Trust sees developing its engagement programme as key to developing audiences – extending its reach and diversifying and growing the number of people interacting with the collections are core purposes that will also help make the organisation more sustainable.

- Objective 5: Focus on developing greater engagement with the Carlisle community
- Objective 6: Continue to work with hard-to-reach groups within Carlisle and the surrounding area
- Objective 7: Strengthening our Hadrian's Wall offer
- Objective 8: Develop international audiences from China or with communities interested in Chinese culture

Within these eight objectives is a schedule of specific actions and priorities (see Action Plan as Appendix 1). The Action Plan includes the ACE CMC commitments, some of which are shared across the consortium.

6.0 Resourcing

6.1 Context

Tullie House Trust will invest in the development of resources to support the delivery of these aims and objectives (see Action Plan as Appendix 1). However, the Trust will also use its resources to:

- Continue to drive the culture change which is making the organisation more entrepreneurial and maximising opportunities to grow earned and contributed income, therefore delivering a more balanced funding mix
- Set and actively work towards an annual efficiency target
- Invest any annual surplus into improving the core offer and further the twin organisational aims (see section 5.0 above). From 2017 to 2019 this will include:
 - Investing capital into conserving and displaying the largest single artefact in the museum collection – the great Fin Whale found on Drigg beach in 2015
 - Appointing new staff with a particular focus on commercial and contributed income generation (see Foreword)
 - Investing capital into the catering offer
 - Investing in the development of a Masterplan (see section 6.5)
- (as part of CMC) the Trust will focus on effecting cultural changes leading to excellent, more diverse programming. Each CMC member is changing organisational structures (see section 6.2) and procedures and investing to develop inspirational leaders and talent, extending best practice and sharing skills (see Goal 4). Senior staff are increasingly contributing to national debate through involvement in cultural bodies and attending conferences, and we have made a commitment to involve front of house staff more with collections, learning and community engagement
- (as part of the CMC) recognise that delivering ‘great art for everyone’ means working harder to ensure diversity moves into the mainstream cultural programme. This will also require an organisational shift in culture, which will be driven by a new cross-departmental Creative Case for Diversity Action Group

As part of CMC and by 2020, the Trust will have embedded a culture that embraces diversity among all its staff, volunteers, and trustees, and visitors and participants. This will be achieved by embracing the Creative Case for Diversity through:

- Conducting regular reviews of our Equality & Diversity Policies and Action Plans with staff and Trustee “diversity champions”, and maintain diversity as a regular agenda item at Board and senior management meetings
- Create a diverse programme that will attract and reach out to a more diverse audience (see ACE NPO Creative Case, Goals 2 and 5)

- Continue to work with, and learn from, diversity partners: Making Spaces, NACRO, Cumbria Youth Services, MENCAP, Alzheimer's Society
- Introduce a programme of CMC-wide equality and diversity training, supported by partners such as Prism Arts

6.2 Organisational Structure

In response to the reduction in core funding, Tullie House completed a staffing restructure in May 2016 that resulted in a reduction of several posts. This action, coupled with a successful summer programme, efficiency savings and the subsequent emphasis on income generation, not only mitigated the drop in funding but also resulted in a small surplus. In August 2017 Tullie House further revised the structure to ensure even greater weighting on earned and contributed income by appointing several new staff with a focus on income generation.

The Trust will review the staffing structure annually to ensure that it is fit-for-purpose, sustainable and contributing to organisational aims. A more comprehensive review will inevitably need to be considered as part of the proposed capital development project.

6.3 Human resources, staff training and development

As part of CMC, Tullie House has committed to develop a common appraisal process which will, among other things, identify individual development needs. This will inform a programme of talent development and upskilling which will also be informed by nationally-identified priorities. A significant development within the CMC programme will be a focus on creative media and use of digital/IT.

With regard to creative media, CMC is working with Creative Concern to analyse all current digital work and develop a Digital Policy and Plan (a draft of these is available as Appendix 2a and 2b) which identifies staff training needs.

Tullie House continues to support and encourage staff to undertake the Museum Association's AMA as a way of developing a greater appreciation and understanding of the sector and broaden individual knowledge and skills which are then used in the workplace.

At the time of writing the Trust is in the process of producing a People/Communications Strategy with a focus on improving communication within the organisation but also addressing how key messages are conveyed to the public and external stakeholders.

As part of a review of recruitment, the Trust will explore how it can better promote the benefits of living in Cumbria and see whether other incentives can be used to attract and retain talent (see 4.0 above). This review will also extend to induction to ensure that once recruited new employees are made aware of strategic and operational priorities as well as receiving a grounding in partnership working and familiarisation with policies and procedures.

6.4 Volunteer Development

Volunteer development is a key priority for CMC. At present, there are 51 volunteers at Tullie House and, as part of CMC, the Trust is committed to increasing these numbers and to broadening the range of volunteering opportunities as a way of boosting resilience and diversity. By 2020 CMC will have increased volunteer numbers at our sites by 20%. Nationally, all three Trusts will sign up to Volunteer Makers, and will continue to subscribe to the successful Pink Pass scheme. Current and forthcoming capital developments provide excellent opportunities for increased volunteer engagement.

6.5 Capital Development

Tullie House's Masterplan will build on the previously unsuccessful 2014 HLF application, but will be strengthened and broken down into a series of smaller independent projects to assist with capacity and make fundraising more achievable. This phased approach is being structured to ensure that community engagement and financial sustainability are balanced and deliver benefits incrementally (for example an increase in income and visitor numbers) before moving to the next stage. It is proposed that Phase 1 will focus on 6-24 Castle Street to enhance the Museum's high street presence. Subsequent phases will consider creating new exhibition galleries, repurposing historic parts of the existing real estate for public benefit and creating new community, family and learning spaces. The masterplan is being developed with the full support and involvement of Carlisle City Council.

6.6 Environmental sustainability will be a key focus for capital redevelopments:

The Trust has installed new energy efficient boilers and low energy lights and will be exploring the installation of photovoltaic roofing panels in 2018. Environmental sustainability will be a key component in the new capital programme and the Trust will aim to recruit architects and designers who specialise in enhancing the existing built heritage so that high-energy interventions are minimised (e.g. less electric lighting, air conditioning), for example opening up top-lit roof spaces to allow light in and air to circulate whilst reinstating the original Victorian design. The Trust has two green champions who will be trained in reducing the museum's carbon footprint, whilst we work with CMC colleagues to explore ways to minimise travel.

6.7 Developing Governance

Each of the CMC partners has taken active steps in recent years to strengthen its governance through the open recruitment of Trustees with a broad skill set. Regular skills audits and open recruitment will continue to ensure that, by 2022, the boards of CMC museums fully reflect the Creative Case for Diversity (CCD), improving the balance of gender, ethnicity and local community representation. We will also extend a trustee self-assessment system across the CMC and ensure that there is increased direct contact between the Chairs of the partners organisations.

Tullie House is currently conducting a wholesale review of its Board with a view to responding to the CCD by the end of 2018.

6.8 Systems Development

As part of CMC Tullie House plans a number of improvements to systems in order to achieve strategic aims. This includes strengthening data collection across all sites, standardising methods and categories of collection and centralising systems for storage and analysis, through increased use of cloud-based systems such as Google Drive.

CMC will also be investing in technology such as Skype Business to operate more efficiently, improve knowledge exchange and reduce staff travel.

7.0 Finance

7.1 Core Funding

We have calculated the year 1 Council funding as follows:

16/17 Baseline	834,504
Funding for IT	61,500
CPI Inflation estimate	20,900
	916,904

Proposed budget and narrative for 2018/19 to 2020/21 can be seen below:

Proposed budget 2018/19-2020/21

	Note	Baseline Budget 000s	Draft budget 000s		
		2017/18	2018/19	2019/20	2020/21
Income					
CCC Grant (before any inflation adjustments)	1	910	910	910	860
Arts Council England - MPM / NPO (TH & CMC)	2	449	399	399	399
Other grants, sponsorship, donations	3	124	154	196	226
Admissions Income (Incl Gift Aid & Memberships)	4	108	121	134	144
Commercial Income (Trading company)	5	144	150	165	170
Other earned income (lessons, interest etc)	6	149	129	135	140
CCC Central Services	7	14	14	14	14
CBDC Income	8	88	96	75	70
Total Income		1,986	1,973	2,028	2,023
Expenditure					
Staff Costs	9	838	919	945	960
Utilities		149	152	154	156
Exhibition & Project Costs	10	362	292	250	250
Operational Expenditure	11	480	472	470	460
CBDC Costs	12	106	108	81	81
Total Expenditure		1,934	1,942	1,900	1,907
Total Profit / (Loss)		52	31	129	117
CBDC Profit / (Loss)		- 17	- 12	- 6	- 11
TH Profit / (Loss)		69	42	135	128

Investment Plans:					
Investments to be charged against Revenue:					
Drigsby Whale		38			
New Frontiers Masterplan	13	30	20	100	100
Gallery refresh	14		20	20	20
Other					
Investments that may be capitalised:					
Café Refurbishment		50			
Gallery cases / interactives	15		15	15	15
Other					
Profit / (Loss) after investments		- 66	- 9	9	- 3
Reserves					
Unrestricted plus designated at start of year		415	374	396	431
Profit / (Loss) for year		- 41	22	35	28
Unrestricted plus designated at end of year		374	396	431	458
Restricted at start of year		133	125	105	85
Net spent during year		- 8	- 20	- 20	- 20
Restricted at end of year		125	105	85	65
CBDC at start of year		123	106	94	88
Net Profit / (loss) for year		- 17	- 12	- 6	- 11
CBDC at end of year		106	94	88	77
Staffing					
Numbers at start of year	16	40	41	44	43
Numbers at end of year	17	41	44	43	43
Gallery visitor numbers targeted (000's)		50	55	60	65

Proposed Budget 2018/19 – 2020/21 Narrative

1. Does not include annual inflation and includes a £50k core reduction in 20/21
2. Reduction in 2018/19 onward due to agreeing to a different funding distribution with CMC members
3. Increase predicted due to a focus on contributed income
4. Increase based on 65k visits target in 20/21
5. Includes retail, catering and commercial lettings and events
6. 17/18 includes CMC charges at £62.5k which reduce to £38k in 18/19 onwards
7. H&S and buildings maintenance
8. 18/19 assumes £15k from proposed HLF project
9. Includes new staff, £30k pension increases in 18/19 and then further increase in 19/20
10. Reduction from baseline due to fewer partnership exhibitions
11. Decreasing year on year as a consequence of delivering efficiency savings
12. This includes the loss of one post in 19/20 if income doesn't improve
13. 19/20 and 20/21 shows contribution to future phases of the masterplan
14. 18/19 onwards shows some revenue investment in permanent galleries
15. 18/19 onwards shows some capital investment in permanent galleries

16. Includes externally funded Chinese language teacher (ends 2019) but not freelance Company Secretary
17. Does not include new Projects Administrator or vacant Fundraising Coordinator

The IT and CPI elements are estimated as they are still to be agreed. We have assumed that the central services provided by the City Council (Health & Safety and Buildings Maintenance) will remain at a constant level.

7.2 Generated Income

We are forecasting a 20% increase in our generated income over the 3-year period 2018 – 2021. This is an ambitious but achievable target focussing on our admissions income and the trading company activity. The new admissions pricing structure which was introduced in September 2017 is designed to encourage more visitors to buy a ticket in the first place, and to encourage more repeat visits which in turn should have a positive impact on the secondary spend (shop, restaurant, etc). The appointment of the Events and Hospitality Manager will drive commercial room hires and events and should in turn increase income to the restaurant and footfall to the Museum.

7.3 Contributed Income: Unrestricted Grants / Sponsorship / Donations

Following the success of the CMC's bid for NPO funding, the Trust has a confirmed £323k per annum from ACE for the next four years. This, together with the appointment of a Fundraising Coordinator to support donations, sponsorship and applications to trusts and foundations means we are forecasting growth of 20% in our contributed income, over the 3-year period 2018-2021.

7.4 Restricted Income & Expenditure

As lead partner for the CMC, Tullie House also administers the consortium funding for of the NPO grant which are projects that run in partnership with Lakeland Arts and Wordsworth Trust. As agreed with the partners, the funding for consortium projects has reduced in the new round of funding, with more resources going directly to each partner. Again, this funding is guaranteed for the next 4 years.

We are anticipating a grant of £85k from HLF to support the development of the New Frontiers Masterplan. We are also anticipating £32k in 18/19 and in 19/20 from the Hedley Trust to fund a trainee Curator. In addition, we are aiming to attract £7.5k in corporate sponsorship towards the China exhibition.

7.5 Expenditure

The anticipated increase in income over the next 3 years will allow for investment back into the Museum, including funds to further develop the Masterplan and to undertake a programme of changing and improving displays throughout the galleries. There would also be the opportunity for new 'blockbuster' exhibitions when the programme allows and opportunities arise. All the

aforementioned investments are crucial for attracting both new and repeat visits to the Museum - a crucial factor in our sustainability.

Staff costs are expected to increase due to additional pension contributions (as per the new legal minimum levels set by the government) in both 18/19 and 19/20. Annual efficiencies savings will be made across all areas of expenditure, with Managers tasked with identifying recurring savings within their budgets. The Trust will also look to make further efficiencies with its energy consumption, but a small increase in budget has been included as we have conservatively estimated that cost increases may outweigh these savings.

DRAFT

CARLISLE CITY COUNCIL
LGA PRODUCTIVITY EXPERT PROGRAMME
TULLIE HOUSE MUSEUM & ART GALLERY

Report



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Report

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I. AIMS

Brief

The principal purpose of this review is to provide an objective assessment of opportunities, constraints and options that will assist Carlisle City Council (the Council) and Tullie House Museum & Art Gallery Trust (the Trust) determine what shape a sustainable future for the Museum might take.

The assignment has been commissioned by the Council which as client, consulted the Trust regarding the scope and content of the brief. The work has been instructed under the terms of the Local Government Association's Productivity Expert Programme.

Deliverables

Assessments of ;

- ▶ Current funding levels and sustainable future funding options in the context of declining public funds and ongoing austerity measures
- ▶ Further or potential commercial / revenue generating opportunities
- ▶ Opportunities and assets and the best use of these to reduce future reliance on revenue grant - including capital investment, capitalisation of grant, transfer of property assets, closer partnerships with other sectorial stakeholders etc
- ▶ Clear recommendations on the future funding relationship and specifically on sustainable future funding levels (for both parties) and the approach to managing the implementation of these

Anticipated Outcomes

- ▶ A reduced reliance on core grant funding
- ▶ Direct, or leveraged, capital investment to increase visitor numbers and commercial revenue streams
- ▶ Improved and co-ordinated use of key properties within Carlisle's historic quarter contributing to the wider economic regeneration of the area
- ▶ Revenue savings for Carlisle City Council of up to £805k per annum

To the above outcomes which are specified in the brief, we add a fifth;

- ▶ Governance matters and the relationship between the Council and the Trust

Local Government Association

This work has been supported by the Local Government Association which encourages such reviews to support the Local Authority involved and to make key learning points more widely available through its Productivity Expert Library. This is particularly relevant given the number of Local Authorities that in recent years have transferred management of their museums, and in some cases whole leisure and cultural services, to new special purpose charitable trading entities.

2. VISION

Carlisle City Council

The Council's vision is;

To improve the health, wellbeing and economic prosperity of the people of Carlisle. We will work in partnership to further establish our position as the regional centre and focus for investment, ensuring that residents can share in the benefits through increased opportunities and greater choice of jobs, range of housing and a quality environment.

The Council is changing, dynamically, to meet the financial challenges of the future by making the necessary savings and developing new incomes. Its vision is underpinned by five principles;

- ▶ We will be a clear, committed and confident Council
- ▶ The principles have been developed by our staff and councillors to guide how we will deliver our vision for Carlisle
- ▶ By setting out our vision, we show that we understand the needs of Carlisle residents, businesses and visitors. Our plans to respond to these needs are clear and straightforward. We know what is expected of us and do our best to create clarity in how we work
- ▶ We are committed to achieving our vision for Carlisle. We will ensure that our day to day work and resources are consistent with the priorities
- ▶ We will continue to work effectively with partners to drive positive change for Carlisle and will celebrate our successes and achievements. As part of our ongoing work to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspiration for Carlisle

From its vision, the Council has established five priorities for the current planning period. These are to;

- ▶ Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle
- ▶ Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents
- ▶ Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle
- ▶ Address current and future housing needs to protect and improve residents' quality of life
- ▶ Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential

The Council is committed to measuring progress against its plans through a new framework of performance monitoring including risks and opportunities.

Tullie House Museum & Art Gallery Trust

The Trust's vision is that;

Tullie House will be one of the leading and most influential cultural institutions in Cumbria, providing a vibrant and proactive centre for heritage and the arts in Carlisle. It will directly serve the people of the city and their visitors; play a leading part in the cultural, social and economic life of the North of England and become a leading institution nationally with a growing reputation in its specialist fields.

The vision is based on six pillars of ambition;

- ▶ Summary
We will create a museum fit for the 21st century; a museum that has something to say about Carlisle, Cumbria and the world in which we live; a museum that unleashes creativity and invites co-creation; a museum which is collections based, curatorially informed and audience focused; a museum with a human face providing a third space anchoring community life
- ▶ Innovation
We will examine, explore and challenge assumptions, conventions and disciplinary borders. We will scrutinise and contest what a museum is and how it is run by creating an interdisciplinary, free-thinking hybrid museum
- ▶ Creative use of space
We will re-think museum spaces and buildings to create compelling, immersive experiences which speak out to and invite in our active participants; we will engage the senses, trigger the imagination and stimulate creativity, delivering social, intellectual and emotional audience outcomes
- ▶ Learning
We will create open learning environments, invite people to co-create, share ideas, knowledge, art and experiences with specialists and other active participants by encouraging and facilitating creativity, research, involvement and user generated content. We will animate the school curricula. We will examine the past, debate the present and help shape the future
- ▶ Collaboration
We will bridge the global and the local by acting as an inclusive real and virtual community hub for locals and visitors. We will use Carlisle, Cumbria and our collections as our axis to invite participation. We will seek local, national and global collaborations with institutions and individuals who want to think about everything differently
- ▶ Accountability
We will create a vibrant, dynamic, hybrid organisation that is fuelled by passion and creativity. We will measure our success and have a self-critical attitude. We will set high professional and personal standards, creating a workplace which reflects our manifesto. And we will keep on creating tomorrow's museum with our active participants

3. GOVERNANCE

New frameworks of delivery

From the 1980's onwards the success of new types of independent museum operating through special purpose incorporated charitable organisations, encouraged many local authorities to review the way in which non statutory functions, such as museums, are delivered.

The advantages generally advocated for the incorporated charity vehicle include;

- ▶ The ability to raise funds from a wider range of sources than are normally available to local authorities
- ▶ Single focus and clarity of purpose. As part of large leisure service departments, for example, many good local authority museums found themselves disadvantaged and too low down the organisation's agenda
- ▶ An incorporated charity may be able to operate more commercially than a local authority and establish subsidiary trading companies more easily than a public body is able to do. The commercial advantage applies to both income and cost. Customers generally view admission and other charges made by a charity more favourably than those levied by a public authority which is already funded by the tax payer. On the cost side, it is likely that a trading charity's terms & conditions of employment will be less generous than those customarily found in the public sector
- ▶ Some benefits in respect of business rates and recoverable VAT

Prior to 2011 and for over one hundred years, the Council and its forebears managed and developed Tullie House Museum & Art Gallery as a non statutory service, directly run through a department of the local authority.

In 2002 the Council established an Industrial & Provident Company, Carlisle Leisure Limited for the purpose of more commercial and arm's length management of the City's sport and leisure facilities. At that time a conscious decision was taken not to include Tullie House Museum & Art Gallery in the assets to be leased to and operated by Carlisle Leisure.

With a view to future investment in improved facilities Carlisle Leisure subsequently merged with the successful not for profit leisure operator Greenwich Leisure Limited (GLL) which has a strong balance sheet and now trades under the *Better* banner.

GLL is an exempt charity and a registered society under the Co-operative and Community Benefit Act 2014. It was established in 1993 with a portfolio of seven leisure centres. It now manages over 200 facilities throughout the UK, has a turnover in excess of £175m and is very successful at what it does. During 2016 it added facilities in Eden, Copeland and the South Lakes, to those it already manages in Carlisle and Allerdale.

Terms of the Council's contract with GLL provide for a current annual operating subsidiary of about the same size as the present grant to the Trust i.e. around £800k per year. Contract renewal negotiations with GLL are to focus on elimination of the operating grant in its entirety.

In 2015 The Old Fire Station opened as an additional arts venue in Carlisle. This has been developed by the Council which took the strategic decision to increase the number of cultural venues in the City and decided to directly manage and fund operation of the new facility.

Charitable company

In 2009/10 the Council resolved to establish an independent charitable entity for the specific purpose of the future management of Tullie House Museum & Art Gallery. A shadow board was recruited and memorandum & articles of association for a company limited by guarantee set out. The company was registered in March 2011. Charity registration was secured in August 2011.

The eleven charity Trustees and Directors of the company include two Elected Members of the Council and the senior member of staff employed as Museum Director and having executive responsibility for day to day management. Each year one third of Director / Trustees are required to retire by rotation. They are eligible for reappointment by the Board.

Largely, the current Board of Director / Trustees is that group of people recruited in 2010/11 and there has been no significant change in board composition since that date. The Council and the Trust have done well to secure the ongoing commitment of highly experienced individuals across a number of relevant areas e.g. museology, media, tourism, higher education, the nuclear industry, audit, corporate life and small arts businesses.

The Leader of the Council annually appoints two Elected Member representatives as Director / Trustees. Currently these are the Deputy Leader of the Council and the Leader of the Opposition. The Leader of the Council also attends board meetings as an observer. They are in a good place to represent the voice of the majority of Carlisle residents but we suspect they may feel constrained in doing so too openly lest that be construed as pushing the Council's view too strongly within what is an independent charitable body.

Composition of the Board will evolve over time, a point that the Chair made at the Trust's away day discussions in September 2016. Our view is that future emphasis could usefully be given to recruiting Board Members with i) commercial experience that is relevant to the day to day business of the museum ii) property experience gained within a commercial environment iii) a finger on the pulse of ready local demand for content, programmes and activity.

The Trust channels non charitable trading activities through a wholly owned subsidiary company and currently recognises receipts to the Trust in the subsidiary's operational expenditure rather than as a tax effective profit distribution.

All five Directors of the trading company are also Directors of the principal charitable company. It is not uncommon for museum trading subsidiaries to appoint some Directors that are not Director / Trustees of the parent charity. In the right circumstances that can be good way to bring in commercial experience that may not otherwise be available to the museum.

Legal framework

Three principal agreements govern the relationship between the Council and the Trust;

- ▶ Operations & Funding Agreement, May 2011

This sets out the overall intention for the thirty year period to March 2041. It obliges the Council to make some annual funding available, to lease the premises, to loan the collection and to provide some support services. It obliges the Trust to exhibit & maintain the collection, promote educational programmes and events, maintain museum accreditation and uphold past funding agreements. As far as financials are concerned it obliges the Trust to seek sponsorship and donations but does not set targets or establish headline objectives for future ratios of earned income to core funding. This is done periodically within a rolling three years business planning process. Core funding from the Council is construed as business income to the Trust

and is paid gross i.e. including VAT. The agreement includes provisions for termination prior to March 2041

▶ Lease of Museum Premises, March 2013

Covers all of the current premises other than Herbert Atkinson House, for which a supplementary lease is currently in preparation, and Shaddon Mill the store which has very recently been vacated. The period is thirty years to March 2041 at a peppercorn and insurance rent. Major repair of structures remains the responsibility of the Council and day to day maintenance is the Trust's responsibility as tenant. Built in are obligations to open to the public for specified periods with seasonal variations. Specified use classes are D1 (non residential institution) with related A1 (retail) & A3 (cafe/restaurant). The lease is specifically excluded from provisions of the Landlord & Tenant Act 1954. Sub leases may not be created but approved licenses or franchises may be. Explicit termination provisions appear not to be included

▶ Collections / Loan Agreement, May 2011

Obliges the Trust to care for and maintain the collections which remain in the ownership of the Council and appear on its balance sheet as a tangible asset. The loan continues until such time as the Operations & Funding Agreement ends i.e. March 2041, unless otherwise previously terminated. It grants an intellectual property licence to exploit value from the collections and obliges the Trust to follow principles of best practise in care and security of the historic material. The Trust is entitled to acquire new material and dispose of items that are no longer relevant in accordance with an approved Acquisition & Disposal Policy

4. EXPECTATIONS

The working relationship between the Council and the Trust is the key factor that will determine the long term success, or otherwise, of the Council's strategic decision to outsource its Museum to an independent body.

We believe that like for like, well motivated and customer / visitor oriented independent museums will always have an advantage over directly controlled local authority equivalents. However, we do see significant differences between independent museums that establish themselves in response to gaps in public sector provision, and those which have been specifically established by a public authority to maintain levels of provision in financially challenged times.

There is an energy and focus around embryonic struggle which can itself be a route to success for self starter museum trusts. That is somewhat different to a situation in which an authority transfers its museum service, warts and all (every museum has them) to a new entity along with an initial level of operating subsidy, which in Carlisle's case was substantial.

Put simply, motivations are not the same.

We believe the Trust has been extremely well motivated to respond to the task it thought it was taking on i.e. to run the best possible museum it could supported by a sizeable grant of £1.3m a year. If it has been less well motivated to manage the grant down to £800k by resolving longstanding staffing and other painful issues, that is understandable.

During the course of our consultations we have formed a view that suggests the Council feels somewhat disappointed that the Trust has not done more to replace revenue grant with net earned income. Also that the Museum focusses more on esoteric content than local interest. It sees that as one reason why commercial performance has not improved markedly under independent management.

Similarly we have gained an impression that suggests the Trust may feel the Council has reneged on the spirit, if not the letter, of the original Operating & Funding Agreement. It is disappointed that so much of its non executive volunteer time, energy and effort has been absorbed in managing reductions in core funding, including many consequent redundancies, and in dealing with ongoing collections storage issues. The Trust may feel that it was left to sort out senior executive weaknesses and an overly large payroll, both of which had been in the Council's power to resolve prior to the 2011 transfer date.

We think it helpful to be frank about these points because understanding what lies between the recent past and drivers to improve the museum's future performance lies at the heart of the matter.

We see that a difficult period is now in the past. We see fresh optimism evidenced by the strong start which the new Museum Director has made and the real possibility of a phased, Heritage Lottery Fund supported development incorporating properties in Castle Street that could give the museum a commercial street frontage for the first time.

5. REVENUE

Earned income, admissions

The key metric and performance indicator for all charged admission museums is the number of customers or visits. It is this figure upon which comparative performance can be assessed, budgets set and the commercial performance of retail and catering judged.

Tullie House is not quite clear how many visits it currently gets and what the potential future volume may be. This is not a new situation, it dates back to the time of direct management by the Council and focus on maximising a publishable number which quantified, in a general sense, the extent of public use of a Council facility. Unfortunately the physical layout of the museum's multiple entrances and the location of the ticketing desk compound the difficulty of recording visits accurately.

Very large numbers are quoted for the annual volume of visits. The Trust's statutory accounts for year to March 2016 reports 230k visits against a target of 250k and a volume of 277k achieved in the previous year. These figures remain guides to the extent of public use of the foyer which includes some visits to the museum, other types of customer using the cafe, shop or both, and a percentage of people wandering in and out because they are curious or to use the toilets. They are derived from a standard Visitrack recording system calibrated for local configuration. Many 'free' museums use this system including national institutions and it is a useful tool, particularly for comparative purposes year to year. It is not however a wholly dependable metric for assessing business performance and planning sales income. We fully understand that it is this 'public use' number that has been generally used in reports to the Council and Arts Council England etc, and the reasons why it might continue to be used alongside customer data that has the benefit of more reliable audit.

Determining the actual volume of visits into the museum has been difficult because the museum's legacy systems were not installed with a view to managing a business in a structured or disciplined way. Estimates have been as low as 40k visits a year. If that is correct and given admissions income in the year to March 2016 of £84,618 (net of VAT) it represents a low average admission receipt of £2.12 per visit. If more recent estimates of 50k visits a year is correct then the average receipt is worse at £1.69.

In our view, the absence of a clear, business like approach to the whole area of customer volume and admissions is the biggest single factor contributing to poor financial performance. We are somewhat surprised that the Trust did not take immediate steps to significantly improve the systems it inherited from the Council and establish some discipline in this crucial area. We appreciate however that the then senior management team may have had neither the know how, nor possibly, the will to implement this.

With a new Museum Director now in place and supported by a more commercially astute executive team the Trust is now seeking to resolve this as a matter of urgency. We think that short term benefits can be achieved by improving the current ticketing systems, providing clear direction to front of house staff and reviewing entitlements to free, heavily discounted admission arrangements for the Tullie Card. Longer term, we think that a reconfigured entrance and ticketing arrangement as part of a site wide development programme would reap huge benefits, particularly if this could be achieved off a Castle Street frontage.

The Trust's report and accounts to March 2016 also references . . . *the introduction of new pricing policies in June 2014 and its inevitable contribution to decline of visitors and overall paid admissions being down by 5%.* We think it wrong to jump to 'inevitable' conclusions around admission charges and this view is supported by the recently published *Successfully Setting Admissions Policy & Pricing* researched and authored (quite co-incidentally), by Carlisle based DC Research for the respected Association of Independent Museums.

The overall aim of that research was to understand the experience of museums that have moved from free admission to charging or vice-versa. The report, which is appended to this document, examines the impact of admission charges on visitor numbers, diversity, income (including secondary spend & donations), visitor satisfaction and reputation / relationships. At a headline level the report's conclusions are that;

- ▶ There is no direct link between the diversity of audience and whether a museum charges admission or not
- ▶ Donations are more influenced by a range of other factors than by admission charges
- ▶ There is no consistent relationship between levels of secondary spend and whether a museum charges admission or not. Other factors have much more influence. There is some evidence that visitors to charged admission museums are more likely to have used the shop and on site catering than visitors to free museums
- ▶ Dwell times are typically longer for museums that charge for admission
- ▶ The process of charging creates a focus for visitor welcome and captures information about visitors
- ▶ In making any changes to admission status, it is especially important to communicate clearly with stakeholders and the local community about the reasons for the change, and to ensure that staff are positive and confident in explaining them to visitors

As to what the potential admissions income to the museum might be, this is difficult to assess without the benefit of detailed market research which is beyond the scope of this assignment. Our feeling is that the current offer, which is variable, but very good in parts, should be capable of attracting 65k visits a year with good marketing and appealing temporary shows. Assuming a reduced headline adult admission price of £6.50 rather than £9.90, (this seems high given the location and day to day offer), a 60% net margin to allow for VAT and discounts / concessions etc, suggests a net income of £254k per annum compared with £85k in the last financial year.

York Museum Trust (YMT) reflects a similar position to the Trust's albeit in a more vibrant tourist market. Its operating subsidy from York City Council has in recent years been reduced by £900k and further reductions to £300k are expected over the next few years. YMT offers three visitor experiences - York Castle (291k visits), Yorkshire Museum (99k visits) and York St Mary (28k visits). Net admissions income for year to March 2015 was £1.928m which represents an average net receipt per visit of £4.61.

In Carlisle a target of £254k net admission income for the Trust assuming 65k 'real' visits represents average net receipt per visit of £3.90. We believe this to be in the right ball park for future planning within the constraints of the current museum offer and configuration.

If Tullie House were to develop its offer, become specifically famous for something and introduce paid admission family play then we believe that annual visits could exceed 100k and that the headline adult admission price could be £10 or more.

The Trust is rightly taking good advantage of gift aid on both admissions and structured donations. Gift aid income in year to March 2016 was £8,740.

Earned income, retail

Retail income during the year to March 2016 was £51k (net of VAT). The cost of goods sold was £28k representing a margin of 45%. We would expect operating retail margin to be in the range 45% to 50%. The Trust makes a percentage charge of salaries to the trading subsidiary based on time allocations across a number of staff. It also allocates utility costs based on the areas of museum space allocated to commercial trading. We would expect net retail contribution at current levels of business to be around £5k but understand that staff and other allocated overheads were such as to result in a negative contribution of around (£14k). Clearly that poor performance was during a year in which significant staffing cuts were made and new executive management put in place.

If footfall to the museum foyer area was 230k in the year £51k turnover represents sales per person of 0.22p which is a poor conversion rate. Although there are some items of good merchandise on sale the retail offer as a whole is not hugely attractive.

We would estimate that an improved retail offer should be targeting c £200k turnover per annum. We know that improvements are in hand.

If it proves feasible to reconfigure Tullie House with an entrance on Castle Street and relocate the shop within or adjacent to that new entrance then we can be much more positive about the future contribution that retail has to play in the forward business plan.

Earned income, catering

Food & beverage income to the Trust in year to March 2016 was almost £83k. The operation is run by a third party and the Trust has no involvement in payroll or the cost of foodstuffs sold in the cafe. However the Trust has been obliged to service catering equipment, to meet the cost of cleaning and to pay for all utilities in the areas occupied by the franchisee. We understand that contribution in the year was about £40k which, if accurate, is very good but not sustainable because the franchisee will have been losing money.

Following a tendering exercise a new caterer commenced trading at the museum from the beginning of October 2016 on a three year turnover deal which sees the Trust benefit from 16.6% of turnover though still with some cleaning and servicing obligations. Gross income to the museum is expected to be £54k, £59k & £65k in successive years of the contract. We expect that contribution will be of the order of £15k, £20k & £25k.

The new caterer is to invest £20k in the cafe offer over the period of the arrangement and the museum is planning to exhibit some Carlisle Life material in the cafe area. Our view is that the Trust's decision to outsource catering rather than manage an in house operation is the correct one.

Earned income, events

Tullie House has rooms available to let for meetings, events and weddings etc. Gross hire income in the year to March 2016 was £23k from which £10k should be deducted for direct costs incurred. Given that a member of staff is currently engaged virtually full time on taking bookings and servicing the events it is clearly a loss making activity at the present time. Marketing, organising and servicing such events fits better with the skills sets and experience of professional caterers and we advocate that the role of the newly procured caterer be extended in that direction.

We are moderately bullish about future prospects for net hire income, particularly if as expected, a UK wide retailer establishes its headquarters in Castle Street and if the Trust's future development plans include refurbished meeting, conferencing and event facilities that have character, are well equipped and managed flexibly in the interests of building long term business to business relationships.

Earned income, other

An income line of 'other fees & charges' sums to £53k in year to March 2016. We understand this to include sessions delivered to schools, school user group membership scheme, workshop, talks, adult learning courses and sales of the Tullie Card. We think it would be helpful to bring all admission related income including Tullie Card and other membership schemes that provide discounted admission into one place in the management accounts. This would have the advantage of a single annual admission income figure to set against the recorded volume of visits from which net income per visit is readily assessed.

Educational sessions and courses may be another useful line in the management accounts. We understand that a number of types of workshop sessions are provide free. This is likely to change and it could be very useful to monitor the volume of 'workshop' customers and income against them as well as 'visit' customers and corresponding admissions income.

Monday Alternative film nights are a great idea but only rarely are more than half of the 100 seats taken. They realised a gross profit of £2k on turnover of £8k year to March 2016 representing at best a breakeven activity after marketing, staffing and security costs are taken into account. Specialist cinema experiences are high value and a growing market which may be better exploitable by the Trust following investment in improved facilities.

CBDC is the Cumbria Biodiversity Data Centre which is a distinct operating unit within the museum but is under the management of the Trust. The Trust receives an annual fee of c £11k for hosting the facility which earns around £48k in fees annually but makes an operating loss of (£33k). This loss to the Trust is made up through the Council core funding arrangement.

Core funding & grants

The Council's core funding to the Trust takes the form of a fee for services provided. This arrangement supports the Trust's VAT position and emphasises the business relationship set out in the Operating & Funding Agreement of 2011. The fee received in year to March 2016 was £1.133m. The budget figure for year to March 2017 is £835k. Given that CBDC services makes an operating loss of around £33k this represents an effective fee of circa £800k to museum operating costs.

As things currently stand the Trust is planning for the same fee in 2017/18 and 2018/19 and the Council confirms that it has no current intention to reduce that further.

The Trust also has a current revenue grant funding relationship with Arts Council England (ACE) from which it received a management fee of £61k in 2015/16. Similar sums are scheduled over the next two financial years.

The purpose of this grant is to contribute to Trust overheads incurred in connection with the Tullie House lead role in Cumbria Museums Consortium which is supported by ACE through its Renaissance Major Grants Programme.

The Cumbria Museums Consortium has been successful in securing a second round of three year grant funding amounting to £3.2m from April 2015 to March 2018. For the Trust this provided a restricted incoming grant of £450k during year to March 2016 with corresponding expenditure of £450k. There is, we understand, no current certainty around ACE supported programmes for Tullie House continuing beyond March 2018.

Expenditure

The Trust's revenue expenditure in 2015 / 2016 was c £2.1m. Planned expenditure to March 2017 includes £459k of ACE funded Cumbria Museums Consortium outputs, £216k of which are ACE funded payroll items. ACE payroll funding supports the employment a range of staff. We understand that a restructuring exercise would be required in the event that ACE funding were not to be renewed beyond 2018.

If we strip out the ACE grant and expenditure, we are left with core museum operating costs of about £1m a year. We have few comments to make about these other than that for the physical size of the Museum and its collections we can find no particular areas in which costs could be significantly further reduced without quite serious impact on what the museum is able to do.

Payroll is understandably a substantial item of expenditure. It may be possible for the community and volunteers to play a bigger role than they currently do - in day to day operations for example. It is easier to motivate volunteers to help the museum do more, rather than stand still, but there is nevertheless potential in this area, particularly if such volunteers are actively engaged in longer term plans for improvement.

There may be future opportunities to share some resources with another organisation that has spare capacity or faces similar challenges to the Trust. Candidates organisations may be other museums in the Cumbria Museum Consortium, or in Carlisle, an organisation that has similar characteristics in terms of trading charity and governance. It would be relatively easy to set planning targets for future reductions in operating costs that might be achievable in this way but much less easy to achieve them as and when planned to do so. The reality is that such opportunities will arise when they arise rather when they are predicted, and as a consequence we don't consider it prudent to factor them too firmly into financial planning.

It will be more advantageous for the Trust to focus on increasing net earned income and to take the benefit of sharing costs if and when the chance presents itself. In reality it is likely that most opportunity will be on the content side - jointly planned exhibitions with other museums for example, or through collaboration with the University of Cumbria's Institute of the Arts.

Many staff are on legacy terms and conditions of employment from their former status as public sector employees. Their arrangements, including pension entitlements, may be adjustable over time but that cannot be certain and while that could prove to have a positive impact on costs overall it is unlikely to be significant in the near future. Apart from the cost factor, we are confident that the Trust wishes to be a respected employer that rewards its staff team on a responsible and proper basis. The question of terms and conditions of future staff appointments has to be considered however and the conclusions built into forward business planning.

A simple ratio which tells its own tale and further emphasises the urgent need to have a clear grasp of the key metrics for visit number and other forms of use of the museum asset, is the cost per user. Taking 2015/16, expenditure of £2.1m and assuming that the number of visits was 40k that represents a cost per visit of £53 or £42 if the visit number was 50k. This is a very high compared with York Museum Trust operating cost per visit of £17.

6. SUSTAINABILITY & FORWARD OPTIONS

Current & sustainable levels of future funding

From our review of recent financial results and our understanding of the type of improvements the new museum team can readily attain we believe that it should be possible to achieve net operating improvements of around £235k per annum. We base this on the assumption that net income / contribution can be improved as follows;

- ▶ Admissions income by £170k
- ▶ Retail contribution by £30k
- ▶ Event contribution by £15k
- ▶ Sponsorship by £10k
- ▶ Donations by £10k

It is important to be clear that these are proposed improvements to net income i.e. contribution to the fixed costs of running the museum. That means each improved income line has to be achieved without any corresponding increase in cost other than the cost of goods sold where applicable - retail purchases for example.

We believe it is within the capacity of the current team to effect these improvements relatively quickly and that they could fully impact by the end of financial year 2017/18. Some modest investment may be required in terms of systems, reception configuration, retail presentation and marketing but no major expense of a significant capital nature should be needed.

We also think it important that the Council sticks to its commitment to retain the current level of core funding through to financial year 2018/19. The reason for this would be both to maintain the positive motivation of the new executive team and to challenge it with seed corn funding to plan ambitiously for the future development of the museum.

Working up project proposals to put to Heritage Lottery Fund for example will incur some professional fees as will preparation and management of any scheme to take advantage of street frontage offered by the Council's properties in Castle Street.

Looking further ahead and again assuming no capital improvements of a significant nature we believe that on a steady state basis the Council may be able to reduce its core funding by £200k per annum.

We don't advocate this at the present time because we believe the Trust and Council should invest in working up a significant project to improve the museum offer and prospects for future viability. We know, for example, that the Council's collections are poorly housed and inadequately invested in - a situation which has recently worsened with the forced move from Shaddon Mill. Care of the collections which are a Council asset, will never provide a financial return. We take the view that they are important to the Council and that it will want to avoid disposals on any significant scale.

If collections storage and management issues could be largely resolved through a one off investment by Heritage Lottery Fund that would represent a major achievement leading to a more readily sustainable forward plan.

Given the scale of the museum, its collections, its complex of buildings and its location in a community of 100k people we think it highly unlikely that the Council's core funding could reduce below £500k without a very radical reduction in scale of what the museum does, where it does it

and what it holds in terms of collections. We don't believe this is something the Council wants and neither do we think it is something the Trust would countenance or wish to be involved in. In our opinion that would require the Council to trigger an event which terminates the Operations & Funding agreements with the assets reverting to the Council long before the scheduled date of March 2041.

However, and at that level of forward funding we do see that Carlisle could have a much improved Museum & Art Gallery which attracts and engages more people, stands more on its own feet and makes a stronger contribution to the City, its economy and quality of life. We set out on page 20, a likely forward planning scenario following investment in a comprehensive development of Tullie House.

Future funding options

In year to March 2016, the Council spent a net £6.9m on Cultural & Related Services. This comprised £891k on theatres & public entertainment; £1.13m on museums & arts; £2.45m on sports & community recreation; £0.9m on tourism & TIC; £1.6m on parks & open spaces. At 15% of the annual commitment to Culture, we can see just how important Tullie House is to the Council.

There are of course options for the ways in which the Council might continue to support Tullie House and the Trust at say, a future annual commitment of £500k. It could;

- ▶ Continue to budget that sum within its annual revenue plan
- ▶ Make a one off capital sum available to the Trust with the intention that suitably invested it could deliver a sum of £500k per annum (capital & interest) to 2041 i.e. the period of the Operation & Funding Agreement
- ▶ Transfer other assets from which the Trust could derive an income for the period of the Operations & Funding Agreement

Of these we believe that continuing to fund the Trust from its annual budget is the best option for the Council. It has the benefit of simplicity and is certainly the most appropriate one at the present time during a period of transition, focus on increased net earned income and, potentially, working up the forward masterplan and a Heritage Lottery Fund bid.

We see few immediate benefits to the Trust or the Council in trying to agree exactly what a one off capital sum that returns say £500k capital and interest would be in today's highly risky post Brexit investment markets. And we see that the Trust has more pressing things to do than run an investment pool of money or pay a fund manager to do that.

The brief asks for consideration of other forms of asset transfer and we note the Council has on its balance sheet a significant portfolio of commercial, residential and community property valued in March 2016 at £123m (£93m investment portfolio, £30m operational). For a relatively small authority and population this is a significantly sized portfolio and the Council is to be commended for building this over time.

We do not think that transfer of either freehold or leasehold investment properties to the Trust represents a realistic option for the Council to replace annual core funding. Freehold would be inappropriate given that the Trust's current Operating & Funding Agreement concludes in 2041. Transfer of leasehold property that is rented and income producing would only incur unwarranted legal and management costs. Transfer of leasehold property that is not rented but has a potential development upside would be of no immediate cash benefit to the Trust and its development value would be severely limited by the short length of lease which the Council could offer.

Apart from anything else, managing non heritage / museum related property for income or a development receipt is not something that lies naturally with the current experience and skills set of the Trust and neither necessarily should it. It would be a distraction and represents too much risk for volunteer Directors to take on.

The one Council asset that would be beneficial to the Trust and to the future of the museum is 6-24 Castle Street, a row of connected properties including listed and unlisted buildings, currently leased to the University of Cumbria.

March 2016 valuations from the Council's asset register show that;

- ▶ Tullie House Museum & Art Gallery is valued at £2.39m including £2.25m buildings and £0.14m land. It is classified as operational and not therefore expected to deliver a financial return on asset value
- ▶ 6-24 Castle Street is classed as an investment property valued at £360k which as currently rented to the University of Cumbria represents a yield of 11%
- ▶ Herbert Atkinson House, together with 13 Abbey Street, is currently valued at £160k. It is classed as an investment property though is currently occupied by the Cumbria Biodiversity Centre and some other museum office functions at peppercorn rent

7. DEVELOPMENT POTENTIAL

Master Plan & Heritage Lottery Fund

The Trust's 20:20 Vision and 2014 outline options for rationalising museum spaces and developing the Tullie House complex, had much to commend it. It was put to Heritage Lottery Fund in November 2014 as a £18.5m scheme comprising £0.72m development phase preparatory work and a £17.78m delivery phase with major grant requests of £0.47m and £12m at HLF application rounds one and two respectively.

In what proved to be a very competitive HLF round, the 2014 application was not successful. Co-incidentally we submitted a £9m grant application for a £30m London project in the same round and that too was unsuccessful. A subsequent 2015 application for the re-presented project was successful however and that is now almost half way through its preparatory development phase.

Irrespective of Heritage Lottery Fund grant, Tullie House needs a well thought through and informed long term plan which takes account of its future local and tourist markets, the needs of its collection, its role in Carlisle City Centre's conservation area and a forward sustainable business plan.

Developing a robust master plan is a process of research, consultation and collaboration. It can also establish some early principles around phasing and with appropriate procurement processes, establish a team whose appointments comply with the conditions of HLF grants.

Key benefits of the 2014 options prepared by Buttress architects were;

- ▶ Visibility for the Museum with a new entrance, ticketing & shop on Castle Street
- ▶ A significantly improved street frontage location for the museum cafe
- ▶ Creation of a clear circulation route through the Museum
- ▶ Creation of an on site Treasure House store for the reserve collections with public access potential
- ▶ Release of the current bird store, a magnificent but hidden gem, for public use - exhibitions, events or both
- ▶ Improving efficiency by bringing the staff team together and working in one place

We are certain that these improvements would significantly enhance the museum and through the HLF project process resolve many legacy issues, including creating commercial opportunities and resolving collections challenges faced by the current management.

We also believe that with a sound preparatory approach, a second HLF application would have a much stronger chance of success than that put forward in 2014. We say this for two reasons;

- ▶ Firstly we believe that with a strong masterplan in place, phasing options could reduce the level of grant sought for a phase 1 and pave the way for phases 2 and if appropriate 3 over a period of time
- ▶ Secondly we believe the museum to be under stronger management now than it was in 2014. This adds significantly to the credibility of major grant applications to HLF

Castle Street

Separate to consultations and preparation of this report for the Council, we have undertaken an initial assessment of properties at 6-24 Castle Street and the Council's offer of these to the Trust.

Our report concludes that the buildings represent a significant opportunity to create a much improved and more self sufficient museum than is currently possible given the difficult configuration of spaces which has grown incrementally over many years and results today in commercial operating constraints.

We were invited to present our headline conclusions to the Trust at its September 2016 Awayday workshop. The response clearly recognised the potential but was understandably measured given the Trust's limited ability to take on additional operational costs at the present time.

Subsequent to that discussion we finalised our draft report and recommendations which are currently with the Trust for comment. We understand from the Museum Director that the Trust recognises the transformational potential of the Castle Street opportunity and is considering how best to approach the project.

In our view, there is no need for the Trust to take on 6-24 Castle Street immediately. Although presently unoccupied, the properties are currently leased to the University of Cumbria until April 2018 and rent of £40k per annum is due to the Council to that date. The University of Cumbria will also be due to meet dilapidation obligations though it is not yet clear what these will be.

We feel that 6-24 Castle Street should be factored into the Tullie House master plan which can be developed and funding applied for while the Council continues to receive rental income. We also think there will be deals to be done with the University of Cumbria in respect of dilapidations given the prospect of grant support from Heritage Lottery Fund.

In broad terms we have suggested the Trust should think about 6-24 Castle Street as three sets of opportunity

- ▶ The Gate Tower, which is grade I listed. There is little one can, or would want to do to change or adapt this interesting and historic building in any radical way. Our view is that it could convert to three or more units of guest accommodation. The Landmark Trust has shown how successful character accommodation in historic buildings can be. Located opposite the (intended) headquarters of a UK wide retail business should mean clear demand for weekday accommodation. The same accommodation would support a future Tullie House wedding venue offer at weekends and the leisure tourist market during vacation periods
- ▶ The former City Hall is not listed and subject to approvals, could be largely demolished in favour of a new and highly visible entrance to the Tullie House complex. The museum's retail offer would have street frontage on the route from City Centre to the Castle which is itself shortly to be improved by the addition of a pedestrian crossing
- ▶ The former houses 6-18 Castle Street are listed grade II. Their interiors are largely altered but the frontages remain an important feature of the conservation area. At ground floor level the spaces lend themselves well to cafe use and particularly so one that tells a Carlisle story. The upper floors provide office space which can usefully accommodate all museum and CBDC requirements. Subject to detailed planning we believe there should be surplus office space that can be let for income or utilised for trainee placements and collaborative project work - with students from the Institute of the Arts for example

Our conclusion is that it will be in the best interests of the museum for the Trust to add at least 6-20 Castle Street into the buildings and areas it leases from the Council and that it should be on a peppercorn basis at a suitable point after April 2018 when University of Cumbria's lease expires.

Subject to the results of a master planning process we believe it will be possible for the Trust to vacate Herbert Atkinson House on Abbey Street and for this to revert to the Council for

commercial letting purposes though boundary adjustments may be required to accommodate some likely elements of the masterplan such as a 'treasures store'.

We are not yet sufficiently clear as to whether the Trust will want to take on 22-24 Castle Street i.e. the Gate Tower. It may not consider that our suggested use as guest accommodation lies sufficient close to its core activities and purpose.

Subject to survey and detailed costing of an approved scheme of conversion however, we believe that Gate House accommodation could deliver a net income and an appropriate return on investment. This is something the Council could invest in directly of course or it could find an appropriate party to do so. The business which we understand is to locate its headquarters in Castle Street might itself be interested in taking on The Gate Tower for staff accommodation.

Future planning scenario

The table below compares year to March 2016, excluding redundancy and depreciation, with what we believe future stable years could look like both before an HLF supported development and after.

Assumptions	Financial Statements March 2016	Stable Year Before Development	Stable Year After Development
Visit Volume '000s	50	65	100
Headline admission price £s	9.90	6.50	10.00
Discount admissions to net %	0.17	0.60	0.60
Footfall '000s	230	250	400
Retail spend / footfall £s		0.75	1.50
F&B spend / footfall £s		0.75	1.50
Trust Income £000s	822	884	1,305
Admissions	85	254	600
Other fees & charges	114	115	120
Trading income	195	0	0
Grants	386	450	450
Donations & gift aid	21	35	60
Sponsorship	5	15	60
Bank interest	16	15	15
Trading Co Profit £000s	0	31	125
Retail contribution 10%	0	16	50
F&B contribution 10%	0	16	50
Event contribution	0	20	50
Trading Co overheads	0	-20	-25
Expenditure £000s	1,970	1,550	1,900
Payroll (Ex redundancy)	1,186	750	900
Direct costs	736	750	900
Support costs (Ex depreciation)	48	50	100
Operating result £000s	-1,148	-635	-470
Core funding £000s	1,133	833	533
Core funding	1,100	800	500
CBDC	33	33	33
Net Result *	-15	198	63
* Before Project Workup Costs			

The model is predicated on an immediate focus on getting the business side of the museum working with particular attention to admissions and the control of costs associated with secondary income. We know that the management team is making progress in these areas. We suggest that the model illustrated above is a simple and useful tool for future planning.

8. RECOMMENDATIONS

Focus on customer / visit volumes & admissions income

- ▶ Intelligent information about visit numbers and attracting paying customers are the most important consideration for a museum that seeks to depend on earned as opposed to grant income
- ▶ Every additional paying visitor represents 100% contribution to fixed costs. By comparison, retail / catering income typically represents around 10% at best
- ▶ The Tullie Card has to develop into a viable membership scheme that helps drive the Trust's admissions income and business plan. This is unlikely to support overly generous discounts for Carlisle residents
- ▶ More emphasis on Carlisle Life / local interest in the content and programmes of the museum will encourage more repeat visits

Improvements - retail, catering & events

- ▶ Net income, or contribution has to be the guiding principle behind all activity that is secondary to running the museum, caring for its collections, marketing it to the public and opening it to them
- ▶ We see considerable room for improvement in retail and in events by which we mean paid for use of museum facilities with, or without catering
- ▶ We see less scope for immediate improvements in catering contribution but are reasonably confident that the new franchisee has the appetite to grow both consumer and business potential at Tullie House

Future developments

- ▶ The Trust should revisit its 2014 20:20 Vision and prepare a masterplan that forms the basis of a second application for a Heritage Lottery Fund development grant and subsequent phased project delivery. It may be advantageous for the Council to be a formal partner to that application
- ▶ Council owned properties in Castle Street should be incorporated into this masterplan. They offer significant potential to increase both the visibility and volume of visits to the Museum
- ▶ Expected inward investment in Castle Street adds significantly to potential demand for the Museum if its offer is adjusted to the new opportunities
- ▶ Appropriately positioned and managed, secondary activities such as retail and catering have the potential to make significantly improved contributions in a Castle Street frontage location rather than enclosed as they currently are, within the confines of the museum complex

Governance

- ▶ Now that an extremely difficult period of planning for reduced income, staff changes and redundancies has been successfully navigated, the Council and the Trust could usefully make time for discussion around shared objectives, future priorities and barriers to progress - if and where they exist
- ▶ The Trust board should consider broadening the scope of its experience to include commercial, property & local interest expertise
- ▶ The Council should do more to recognise the status of the Trust as current owner and operator of the Museum

APPENDIX A - CONSULTEES

John Bonner	Site Manager	Carlisle Castle, English Heritage
Roger Cooke	Chair	Tullie House Museum & Art Gallery Trust
Paul Croft	Trustee	Tullie House Museum & Art Gallery Trust
Darren Crossley	Deputy Chief Executive	Carlisle City Council
Alex Farthing	Commercial Manager	Tullie House Museum & Art Gallery Trust
Cllr Colin Glover	Leader	Carlisle City Council
Deborah Goodland	Director	Walton Goodland, Commercial Property
Chris Hardman	Planning Development Manager	Carlisle City Council
Roddy Hunter	Director, Institute of the Arts	University of Cumbria
Leadership Team	Museum	Tullie House Museum & Art Gallery Trust
Andrew Mackay	Director	Tullie House Museum & Art Gallery Trust
Cllr John Mallinson	Opposition Leader & Trustee	Carlisle City Council & TH Museum Trust
Steve Matthews	Proprietor	Bookcase Carlisle
Paul McCulloch	Head of Capital Development	University of Cumbria
Jane Meek	Director, Economic Development	Carlisle City Council
Liz Page	Regional Director	English Heritage
Cllr Anne Quilter	Portfolio Holder, Culture	Carlisle City Council
Andrew Smith	Trustee	Tullie House Museum & Art Gallery Trust
Hannah Stewart	Trustee	Tullie House Museum & Art Gallery Trust
Cllr Dr Les Tickner	Deputy Leader & Trustee	Carlisle City Council & TH Museum Trust
Barbara Vernon	Building & Estates Services	Carlisle City Council
Mark Walshe	Property Manager, Investment	Carlisle City Council
Joy Woodruff	Proprietor	ABC Day Nursery

APPENDIX B - ATTACHED

Success guide

Successfully Setting Admissions Policy & Pricing

DC Research for Association of Independent Museums, September 2016

APPENDIX C - ATTACHED

Accounts

Tullie House Museum & Art Gallery Trust Limited

Year to March 2016

APPENDIX D - ATTACHED

Accounts

Tullie House Museum & Art Gallery Trust (Trading) Limited

Year to March 2016

EXCERPT FROM THE MINUTES OF THE HEALTH AND WELLBEING SCRUTINY PANEL HELD ON 23 NOVEMBER 2017

HWSP.30/17 TULLIE HOUSE BUSINESS PLAN 2018/19

The Chairman welcomed Roger Cooke, Chairman of the Tullie House Art Gallery and Museum and Andrew Mackay, Director of Tullie House Art Gallery and Museum.

Report SD.27/17 was submitted introducing the Tullie House Museum and Art Gallery Trust 2018/19 Business Plan.

The Deputy Chief Executive summarised the report which included the Business Plan and a comprehensive productivity study which had been undertaken following a joint appointment of specialist museum consultants Roseangle. The work was funded through a Local Government Association grant and outlined options to further develop the commercial approach of the Trust and reduce their reliance on core funding from the City Council.

Mr Cooke introduced the Business Plan which included three years stability of core funding from the Council which enabled the Trust to concentrate on generating commercial and other financial income independent of the Council and help work towards the final resilience objective of the Trust. The reduction in grant funding had caused significant changes within the Trust, however, the Trust understood the financial pressures that the City Council were facing.

The stable core grant funding had also enabled the Trust to revisit their development masterplan which would include a major capital programme to transfer Tullie House into a major tourist attraction for the 21st century. The masterplan that was emerging was different to the original following support from architects and business consultants and the Trust was working with the City Council on the potential development of the Castle Street building.

All of the work being undertaken was in the context of partnership working with Cumbria Museums Consortium and funding from the Arts Council whose objective was to bring arts and culture to hard to reach groups in the community.

Mr Mackay agreed that the stability in funding allowed the Trust to focus on public relations and greater coherence with ticketing, retail, marketing and IT development. There had also been changes to staffing in Tullie House and appointments to vacancies had more commercial backgrounds than previously. In addition a Funding Development Co-ordinator and a Hospitality Manager had been appointed and their roles had targets attached to them. The Trust was also renewing their membership offer and legacy offer and was looking to find extra sources for capacity building. He commented that there had been difficulties with the catering contract which would require some improvements to the offer.

The capital development scheme would initially begin with the Castle Street building and were been carried out with the City Council. It was clear that Tullie House required investment to support sustainability.

Mr Mackay highlighted some successful exhibits which had taken place in previous months and the number of visitors they had brought into the Museum and the City. He explained that development work was being carried out to improve links with China and how Hadrian's Wall and the Great Wall of China could be promoted across the globe. He detailed the awards that Tullie House had won and the work that was being undertaken to encourage hard to reach groups to visit Tullie House. In addition to all of the promotion and development work the Trust was also refreshing the Board and beginning work on succession planning.

In considering the report Members raised the following comments and questions:

- The Panel thanked Mr Cooke and Mr Mackay for their enthusiasm and for their positive presentation and welcomed the Trust's aspirations to become a national museum.
- A Member felt that the Trust would benefit from stronger regional links to cultural activities that were happening locally and asked if there were plans for engagement with other bodies to widen the cultural offer.

The Deputy Chief Executive responded that discussions were taking place with the University of Cumbria, Prism Arts, Tullie House and the Arts Council to draw together arts, culture and education and raise the City's profile for cultural purposes.

Mr Mackay stated that he worked closely with Sunderland who had a good model for connectivity across the city which would potentially work in Carlisle. The Trust wanted to develop a strong offer and the Arts Council had been supportive of the work.

Mr Cooke felt that the Trust could be better at promoting the work that was being carried out. Carlisle was in an interesting geological position and had three distinct audiences which overlapped each other, residents, visitors to the Lake District and visitors to Hadrian's Wall, there needed to be collaborative marketing to access all of the visitors. He assured Members that there was a lot of work happening across the County.

- A Member commented that Carlisle had the potential to become a Roman City and felt that proposed changes to the Castle Street frontage was an opportunity for the City to become a Roman centre.

Mr Mackay agreed that there was a lot of potential in the City and the Trust was in discussions with UNESCO on how to raise the City's profile. In addition the Lake District was the only World Heritage Site in the country and there needed to be some consideration as to how the visitors to the Lake District could be encouraged to visit Carlisle.

He explained that the Consortium had been established to take advantage of opportunities from the Arts Council. The geographical distance between the cultural offer across the County made it difficult for joint promotion however the Consortium would continue to work together to promote art and culture across the County.

He added that Tullie House would need to be refreshed if the castle Street proposals did not go ahead. The Business Plan showed grant funding was secure for three years, improvements would need to take place to secure sustainability and increase income.

- It was suggested that the Trust consider apprenticeships for the marketing and catering and catering opportunities with Carlisle College and Kendal College were highlighted.
- Were Tullie House involved in the Borderlands Project?

Mr Mackay responded that he had been interested in the project and had attended some meetings, however, it was too early in the project to determine what role Tullie House could have.

- Was there another museum that Tullie House aspired to emulate?

Mr Mackay explained that no other museums were comparable to Tullie House however Tullie House was a member of a benchmarking club. Mr Cooke added that Exeter Museum was a good museum of a similar size and was run by the Local Authority. The museum had undergone a major redevelopment and the way that had been implemented was of particular interest to the Trust.

- What would the refresh of the membership offer include?

Mr Mackay assured the Panel that the changes would not impact negatively on residents. The Trust would continue to run a number of free events and activities and had introduced an annual ticket which cost £6.50 and allowed unlimited access to Tullie House for the year. He added that Members would be invited to a curated tour in January to coincide with the installation of the young whale which had been washed up on a beach near Drigg on the north west coast.

- How was the Trust's relationship with English Heritage and the Military Museum?

Mr Mackay stated that there was a strong link with the Military Museum however there had been issues in establishing a relationship with English Heritage. The Trust had wanted a joint ticket for Tullie House, Carlisle Castle and the Cathedral but had not been successful in establishing this. There had been a significant change with English Heritage and they had moved to a more commercial approach as a result, the Trust was optimistic that relationships could be established in the future.

- A Member had attended a function regarding the railway at Tullie House and asked if any further work had been developed.

Mr Cooke responded that he was keen for Carlisle to celebrate its railway history and he understood the power that railways had in attracting visitors. He explained that plans were being put together for a series of railway heritage walks that would be signed and curated.

- The budget in the Business Plan had accommodated a core grant reduction of £50,000, however, the Productivity Report suggested a £300,000 reduction, how would this affect Tullie House? A Member commented that it was difficult to consider the Business Plan as the consequences of the proposed core grant reduction were not included.

Mr Cooke clarified that the proposed reduction of £300,000 had been the consultant's view of where the grant could get to if a number of the recommendations in the Report were implemented. The Trust had not agreed with all of the assumptions in the Productivity Report and felt that some of the income generation figures were over ambitious.

The Deputy Chief Executive clarified that Roseangle had consulted with a range of individuals, as listed in Appendix A of the report, before agreeing the brief. The Report had clear parameters for the recommendations which stated that Tullie House could improve their income and be sustainable with a £300,000 reduction but it would be highly unlikely that Tullie House could exist if the core funding reduce below £500,000. The proposals for core funding reduction were for future years and the Council had already agreed core funding for three years. He added that Productivity Report laid out the possibilities and the Council was working with Tullie House to see if they could be achieved.

A Member was disappointed that the Productivity Report had not been made available earlier for scrutiny. The Report made reference to appendices which were not included and she felt strongly that all of the information should have been made available for scrutiny to add value and support the Executive. The Member was also concerned about the recommended £300,000 reduction in grant funding and the impact it would have on Tullie House. She was also concerned that Tullie House was losing money through a franchise that should be a source of income.

Mr Mackay explained that the Trust had challenged some of the Consultant's recommendations as the income yield recommendations had not taken into account VAT, free child admission and free carer admission. The Trust would not be charging admission for children or carers and had been in discussion with the Council regarding the recommendations.

The Deputy Chief Executive explained that the Productivity Report had come to Scrutiny at the first suitable opportunity. Discussions had been ongoing with the Board, Portfolio Holders and the Leader and the consultant had been called back last month to discuss the recommendations further. The Report had not been in a position to be presented until those discussions had occurred.

Following further discussion the Deputy Chief Executive clarified that the budget report had identified that a further £300,000 per annum could be saved from the subsidy provided to the Trust based on the recommendations in the Productivity Report. A Member raised the point that while the report indicated £200k was achievable, further reductions above that level were dependent on capital invest from the Council.

The Leader explained that the Report gave Tullie House options to consider but they had made the choice to retain free child admission. The Board had considered the options in the Report and were at liberty to do something different. He informed the Panel that he had been contacted by a national publication who wanted more information regarding the reasons the Council had for giving such support to arts and heritage. The Council ranked seventh in the UK for financial support to arts and cultural and were second in the North behind Hull which was the European Capital of Culture. He added that the Council wanted Tullie House to be successful with a sustainable budget.

The Culture, Heritage and Leisure Portfolio Holder clarified that the report set out core grant savings that could be achieved and that Tullie House would not be charging admission for children. She confirmed that the Council were dedicated to providing culture, arts and heritage in the City.

She felt that the City was at a disadvantage in terms of funding that came to the North of England and was trying to influence change.

RESOLVED – 1) That Mr Cooke and Mr Mackay be thanked for their detailed presentation of the Tullie House Business Plan 2018/19 (report CS.27/17).

2) That the Panel welcome the Tullie Museum and Art Gallery Draft Business Plan 2018/19 to 2020/21.

3) That the Executive consider the comments of the Panel, as detailed above, with regard to the LGA Productivity Expert Programme Report, specifically that reductions in excess of £200k should be accompanied with capital investment

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 18 DECEMBER 2017

EX.138/17 **TULLIE HOUSE BUSINESS PLAN 2018/19
(Key Decision – KD.24/17)

(In accordance with Paragraph 15(i) of the Overview and Scrutiny Procedure Rules, the Mayor had agreed that call-in procedures should not be applied to this item)

Portfolio Culture, Heritage and Leisure

Relevant Scrutiny Panel Health and Wellbeing

Subject Matter

The Culture, Heritage and Leisure Portfolio Holder submitted report CS.40/17 introducing the Tullie House Museum and Art Gallery Trust (THT) 2018-2021 Business Plan.

Members were reminded that the purpose of the report was to allow consideration of the Business Plan in order that the Council may, in due course, agree core funding for the Trust. That was in line with Section 5 of the Partnership Agreement between the Council and the Trust which stated that the Business Plan submitted by the Trust to the City Council should be used as the basis for agreeing future years funding.

The Portfolio Holder also presented a comprehensive productivity study undertaken in early 2017 following a joint appointment of specialist museum consultants Roseangle. She explained that the work was funded through a Local Government Association grant. The report outlined options to further develop the commercial approach of the THT and reduce their reliance on core funding from Carlisle City Council. A copy of the Roseangle report accompanied the Tullie House Business Plan at Appendix 2.

The Health and Wellbeing Scrutiny Panel had, on 23 November 2017, considered the matter (HWSP.30/17) and resolved:

“1) That Mr Cooke and Mr Mackay be thanked for their detailed presentation of the Tullie House Business Plan 2018/19 (report CS.27/17).

2) That the Panel welcome the Tullie Museum and Art Gallery Draft Business Plan 2018/19 to 2020/21.

3) That the Executive consider the comments of the Panel, as detailed above, with regard to the LGA Productivity Expert Programme Report, specifically that reductions in excess of £200k should be accompanied with capital investment.”

A copy of the Minute Excerpt had been circulated.

The Chairman of the Scrutiny Panel had been invited to address the Executive on the matter, but was not in attendance.

The Culture, Heritage and Leisure Portfolio Holder then formally moved the recommendations, which were formally seconded by the Leader.

Summary of options rejected None

DECISION

That the Executive had given consideration to the Tullie House Business Plan, alongside the Roseangle / Local Government Association Productivity Report and:

1. Referred the Tullie House Business Plan and the Roseangle Report to full Council for consideration in January 2018.
2. Confirmed the agreed levels of core funding for 2018/19 and 2019/20 (as per the current Budget and Medium Term Financial Plan).
3. Proposed a base reduction in core funding to the Tullie House Trust of up to £300,000 with effect from 2020/21.

Reasons for Decision

The recommendations allowed the report, the associated Business Plan and core funding to be approved in line with the Partnership Agreement

Report to Council

**Agenda
Item:**

18(iii)

Meeting Date: 9 January 2018
Portfolio: Finance, Governance and Resources
Key Decision: Yes: Recorded in the Notice Ref: KD.28/17
Within Policy and Budget Framework
Public / Private Public

Title: REVIEW OF POLLING ARRANGEMENTS
Report of: Corporate Director of Governance and Regulatory Services
Report Number: GD.75/17(a)

Purpose / Summary:

This report presents the results of the review of polling arrangements and makes recommendations in respect of existing arrangements. A copy of report GD75/17 which was considered by the Executive at the meeting on 18th December and the recommendations of the Executive arising from those considerations are attached.

Recommendations:

See Minute Extract attached.

Tracking

Executive:	18 December 2017
Overview and Scrutiny:	N/A
Council:	9 January 2018

Contact Officer: Ian Dixon

Ext: 7555

**Appendices GD.75/17
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **GD.75/17**

Report to Executive

Agenda
Item:

A.4

Meeting Date: 18 December 2018
Portfolio: Finance, Governance and Resources
Key Decision: Yes: Recorded in the Notice Ref: KD.28/17

Within Policy and
Budget Framework

Public / Private Public

Title: REVIEW OF POLLING ARRANGEMENTS
Report of: Corporate Director of Governance & Regulatory Services
Report Number: GD 75/17

Purpose / Summary:

This Report presents the results of the annual review of polling arrangements and makes recommendations for changes to existing arrangements as appropriate. Responsibility for designating polling places lies with the full Council. This report is presented to the Executive for information before submission to the Council meeting on 9 January 2018.

Recommendations:

(See over)

Tracking

Executive:	18 December 2017
Overview and Scrutiny:	N/A
Council:	9 January 2018

It is recommended that:

1. The current polling district at OC (Dalston Ward, Cummersdale Parish) be changed to create 3 polling districts at OC1, OC2 and OC3 to provide polling arrangements which are more commodious to electors in the polling district. (Para 31)
2. With the exception of polling arrangements in OC3 Dalston Ward, Cummersdale Parish it be recommended that there be no further change to polling arrangements at the present time. (Para 34)
3. Officers continue to monitor the use of portable cabins as polling stations and continue to investigate potential alternatives (Para 23)
4. The Returning Officer be given authority, after consultation with relevant Ward Councillors and Portfolio Holder, to change polling place locations at the City Council elections if the usual premises prove to be unavailable due to unforeseen circumstances (para 35).

INTRODUCTION

1. The Council has a statutory duty under the Representation of the People Act 1983 to divide its area into polling districts, to designate a polling place for each district and to keep both polling districts and polling places under review. The Directorate Plan provides for an annual polling station review to be carried out and it has been the practice in previous years to review the arrangements in those wards having local elections in the following May. City Council elections are scheduled to be held in 17 Wards in May 2018.
2. The Electoral Administration Act 2006, placed a duty on the City Council to carry out a full review of all parliamentary polling districts and polling places in the Council's area during 2007 and every four years thereafter. The City Council carried out a full review in 2016/2017. Particular polling districts or places may however be reviewed at any time.
3. Members will be aware that a number of separate and unconnected reviews of electoral arrangements are currently being undertaken including the Review of the City Council, carried out by the Local Government Boundary Commission for England and the Review of Parliamentary Boundaries currently being carried out by the Boundary Commission.
4. Following the identification of an electoral imbalance in the area, the Local Government Boundary Commission for England are currently carrying out a Review of the City Council electoral arrangements with a view to revised electoral arrangements being implemented for the annual elections in May 2019.
5. All City Councillors have been consulted on the polling arrangements for their particular wards. Members will be aware that the views of the Carlisle Access Group have in previous years been sought on polling arrangements however, as there are no changes to venues proposed this year, the Access Group have not been approached. However comments which have been submitted in previous reviews are still valid and have informed the outcomes of this review (para 19-21 refers)
6. The current polling places and electorate are listed in Appendix 1 and these locations have been reviewed in the light of any representations and comments received.

STATUTORY PROVISIONS

7. In exercising its duty to keep polling districts and places under review, the 1983 Act requires Councils to seek to ensure that all electors have "such reasonable facilities for voting as are practicable in the circumstances ". Each parish should be a separate polling district. 'Polling place' is not defined in the Act but it refers to the building or area in which the polling station is situated.

ACCESS FOR DISABLED VOTERS

8. The Act also says that a Council must “seek to ensure that so far as is reasonable and practicable every polling place is accessible to electors who are disabled”. The effect of this requirement is that a building should not be designated as a polling place if the only means of access to any polling station situated in it would be by means of steps, when another more suitable building is available in the polling district. However, a building would not be a more suitable polling place if it is so far away from most of the electors in the area as to be inconvenient for them to reach it.
9. Under the Equality Act 2010 it is unlawful for a service provider to discriminate against a disabled person. Discrimination includes refusing to provide any service to disabled people that it provides to non-disabled members of the public or providing a worse standard of service to disabled people than it provides to non-disabled people. Service providers have had to change practices, policies and procedures that make it impossible or unreasonably difficult for disabled people to use a service. Since October 2004 service providers have had to make reasonable adjustments to their buildings to overcome physical barriers to access.
10. With the exception of portable cabins, the majority of polling places are accessible to disabled voters and where there have been particular difficulties, temporary access ramps have been installed. Polling compartments specifically designed for voters in wheelchairs have also been provided. In addition, any disabled voter is entitled to assistance from the Presiding Officer or may be helped by a companion. Large versions of ballot papers are displayed in every polling station and devices are provided to assist blind or partially sighted voters to cast their own vote. Voters may also elect to cast their vote by post if they feel that this would be more convenient than attending a polling station.
11. Members may recall that the Access Group have in past years visited polling stations which were being used for the first time to check on the suitability of the building for use by disabled voters. This arrangement will be continued and should any new locations be identified arrangements will be made for Members of the Group to assess any new buildings which are being used as polling stations for the first time.

FREE USE OF ROOMS

12. In addition to free use of school premises, described in paragraph 24 below, any room the expense of which is payable out of any rate may also be used free of charge. This would apply to a room in a local authority building e.g. a Community Centre.

DUTIES OF RETURNING OFFICER

13. It is the responsibility of the Returning Officer to provide sufficient polling stations within each polling place and to allocate electors to the stations as he thinks most convenient. One or more polling stations may be provided in the same room. The Returning Officer also has a duty to appoint the polling staff and provide the necessary equipment.

REVIEW CRITERIA

14. Apart from the requirements outlined above, there are no specific statutory criteria for determining the suitability of premises for election purposes although the Electoral Commission did issue directions in relation to the arrangements for the Referendum carried out in June 2016 that there should be no more than 2500 electors allocated to any polling station.
15. The following factors have also been taken into account at previous reviews:
 - ◆ the convenience of the location within the polling district for the majority of electors including potential barriers such as major roads, rivers and railway lines.
 - ◆ extent of parking provision
 - ◆ internal size and layout of the premises having regard to the number of voters allotted to the polling station(s)
 - ◆ lighting and heating
 - ◆ proximity to public transport
 - ◆ cost (where there is a choice between similar premises)
16. The suitability of polling places are considered according to these criteria and taking into account the availability of alternative premises. An electorate of about 1250 - 1500 is considered to be a manageable number per polling station at a parliamentary election but the number of voters to be allocated to any particular polling place will have regard to the distribution and density of households within the Ward concerned. Members will be aware that there is an increasing number of electors who have chosen to vote by post and consequently the number of electors voting in person at the polling stations has decreased. The Council could therefore opt to increase the total number of electors allocated to polling stations above the figure mentioned above but given the problems which have been experienced in other parts of the country the Council might wish to adopt a cautious approach and maintain the status quo.
17. In the Carlisle area the stations at Yewdale Community Centre, the Stanwix Community Centre, Church of the Nazarene, Newtown School, St. Luke's,

Kingmoor Business Centre, Longtown Community Centre, Victory Hall Dalston and the Moot Hall Brampton have the most electors allocated. These stations have approximately 2000 - 2300 voters allocated. All the above stations are double polling stations with 2 teams of staff on duty at the stations. Whilst there have been no incidents in Carlisle of voters queuing and being unable to cast their votes at 10pm it is considered prudent to maintain the current split for the allocation of electors to polling stations in the Carlisle area. Officers will continue to study any reports that are produced relating to issues arising nationally from previous elections and will take on board any recommendations or suggestions for improvement.

PORTABLE POLLING STATIONS

18. It is not possible in every polling area to locate a polling station in a permanent building. Where no suitable permanent buildings are available, portable stations are used instead. Portable cabins, however, are much less satisfactory than permanent premises due to space limitations and lack of facilities. They are also difficult to staff and equip. Units are hired from a commercial supplier and guarantee of delivery is an important consideration, particularly in the event of an election being called at short notice. General concerns regarding the use of portable stations have been raised in previous reviews by members of the Council, however, despite efforts of Members and officers it has not been possible to identify alternative venues to host polling stations in place of portable stations. Indeed additional portable cabins have had to be used in elections held in recent years as permanent buildings have become unavailable.
19. The Council's Access Officer has previously been consulted on the use of portable cabins and has recommended that an access ramp should be provided with each cabin so that if ramped access is required it can be facilitated and, secondly, that consideration should also be given to the siting of the portable cabin so that where possible the gradient of any ramp used can be managed.
20. Discussions have been held with the supplier of the portable cabins with regard to concerns over the accessibility of, and the facilities in, the cabins and their location / siting, with a view to providing level access portable cabins wherever this is possible.
21. The supplier is now able to supply a number of units that incorporate a 1000mm door, disabled access, toilet and solar powered electricity with a number of such units being used in recent elections. It should however be noted that because of site conditions, gradients, the size of portable cabins required and space that the above units would not be suitable for all locations where portable cabins are currently used as polling stations.
22. Officers have as part of this review once again investigated possible alternatives to portable cabins used as polling stations and, whilst it has not been possible in this review to recommend changes in respect of sites where portable cabins are currently used, Officers will continue to investigate potential alternatives.

23. As an outcome of this review it is recommended that Officers continue to monitor the use of portable cabins as polling stations and continue to investigate possible alternatives.

USE OF SCHOOLS

24. The 1983 Act also provides for the use, free of charge, for the purpose of taking the poll or the counting of the votes, of "a room in a school maintained or assisted by a local education authority or a school in respect of which grants are made out of moneys provided by Parliament", subject to making good any damage and defraying any expenses. These provisions also apply to grant maintained schools. There is no requirement that a school must close when part of it is being used as a polling station, but some do so because of practical difficulties in staying open or on security grounds.
25. Closure for elections, however, can be disruptive to the school timetable and inconvenient for working parents. In response to requests from school governing bodies and representations from the Local Education Authority, the number of schools used as polling places has been reduced in recent years and there are currently eight schools in the Council's area being used as polling venues.

REVIEW OF POLLING PLACES AND POLLING DISTRICTS

26. As the current Ward and Polling District boundaries are being reviewed by the Local Government Boundary Commission as part of the Commission's current review of the electoral arrangements of the City Council these have not been considered as part of this review with the exception of arrangements for polling District OC Dalston Ward, Cummersdale Parish
27. There are a number of residential developments being carried out in the Cummersdale Parish. Notably development at Peter Lane and on sites situated off Wigton Road. These sites, if fully developed, could see an increase in the electorate for polling district OC from the current 832 to a figure closer to 2500.
28. As indicated earlier in the report the range which is suggested as a manageable number of electors per register is 1250 – 1500 although this number is considerably less than the number indicated in the Commission Direction for the referendum.
29. The figures above indicate that if the developments set out above are fully built then some realignment of the register for OC Dalston Ward, Cummersdale District would be required.
30. However, even without those developments being completed there are currently a significant number of voters in the Brackenleigh, Glaramara Drive, Bleaberry Way developments off Wigton Road that need to travel five miles or so to vote at their polling station at the Embassy Ballroom in Cummersdale. There is currently a polling station located in the Richard Rose Morton Academy which is much closer to electors in those developments and would be a more convenient polling place for those electors.

- 31 It is recommended that the current polling district at OC (Dalston Ward, Cummersdale Parish) be changed to create 3 districts at OC1, OC2 and OC3 to provide polling arrangements which are more commodious to electors in the polling district. The views of the Dalston Ward Councillors have been sought on this proposal and the Ward members are in support of the proposed change.
- 32 No further representations have been received during this review with regard to polling district boundaries in the City Council area.
33. The large majority of polling places are satisfactory and have remained unchanged for many years. Choice of suitable buildings is limited and in most cases there is no alternative to the present arrangements. Change is therefore only considered where the current premises are no longer available or satisfactory, or representations have been received in respect of particular buildings.
34. In the absence of representations, it is recommended that, with the exception of changes to the polling arrangements for Cummersdale Parish, as set out above, there be no further change to polling arrangements at the present time and Officers continue to respond to circumstances where existing polling station locations either become unavailable or unsuitable:

OTHER POLLING PLACES

35. The usual booking requests will be sent early in the New Year in respect of polling stations to be used at the City Council elections in May 2018, therefore confirmation of availability has not been received for the premises set out in appendix 1. In order to ensure that polling stations are provided for all electors, It is recommended that the Returning Officer be given authority, after consultation with relevant Ward Councillors and Portfolio Holder, to change polling place locations at the City Council elections in May 2018 if the usual premises prove to be unavailable due to unforeseen circumstances.

3. CONSULTATION

- 3.1 The details of consultation carried out to inform this report are set out in paragraph 5 of the report

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1 To provide polling stations for electors as per the statutory duty under the Representation of the People Act 1983.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 Properly run elections with the best possible facilities provide the democratic mandate for the Council to determine its priorities.

Contact Officer: Ian Dixon

Ext: 7555

Appendices List of Polling Places
attached to report:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – The Town Clerk & Chief Executive is the senior officer in charge of the conduct of elections and as such has been involved in the drafting of this report. The risk is that the Council does not comply with its duty to provide suitable and adequate polling stations. This report demonstrates how the Council is seeking to fulfil its obligations.

Deputy Chief Executive – None

Economic Development – None

Governance – This is a report from the Governance Directorate and relevant comments are contained within the body of the said report. The Council is obliged to review polling stations and also comply with its obligations under the equality legislation.

Local Environment – None.

Resources – None.

Polling Places – Urban Wards

APPENDIX 1

WARD	POLLING PLACE	POLLING DISTRICT	ELECTORATE (Sept 2017)
Belah	Kingmoor Business Centre	AA;AB,	1903
	Belah Community Centre	AC,AH	763
	1 Etterby Close	AD	1072
	Portable cabin, east side Kingstown Rd	AE,AF,AG	948
Stanwix Urban	Portable cabin, Knowefield Avenue	BA;	1166
	Stanwix Community Centre	BB; BC; BE	2165
	St. Augustine's Parish Centre	BD	1014
	Portable cabin, east side Kingstown Rd	BF	160
St. Aidans	St. Aidan's Church Hall	CA, CE, CF	1538
	Greystone Community Centre	CB,CG	718
	St. Cuthbert's Court, Myddleton St.	CC, CH	364
	Greystone Community Centre	CD,	1414
Botcherby	Botcherby Community Centre	DA	1300
	Botcherby Family Centre	DB	688
	Portable cabin, Cumrew Close	DC	737
	Harraby Community Hub	DD; DE	1505
Harraby	The Pinegrove Hotel, London Road	EA	1113
	Inglewood Infant School	EB	1215
	Harraby Catholic Club	EC,EF	1053
	Portable cabin, Cumwhinton Road	ED.EG	1175
Upperby	Creighton Rugby Club	EE	259
	St. Margaret Mary's Social Club	FA	809
	CDC Building adj. Upperby School	FB	746
	St. John's Ambulance, Scalegate Rd.	FC	959
Currock	Petteril Bank Community Centre	FD; FE	1206
	Currock Community Centre	GA	835
	Bishop Harvey Goodwin School	GB,GE,GF	1285
	Currock Community Centre	GC,GG	1069
Denton Holme	St. Herbert's Church Hall	GD	1077
	Methodist Church Hall, Wigton Road	HA	315
	Denton Holme Community Centre	HB; HC	1850
	St. James Parish Centre	HD	808
Castle	Portable cabin, Longsowerby	HE	1151
	Portable cabin, Lorne Crescent	HF	419
	Newtown School	JA	800
	West End Temp Hall Hawick Street	JB	530
Morton	Methodist Church Hall, Wigton Road	JC,JK	1255
	Christian Science Church	JD,JF	705
	St. Cuthbert's Court, Myddleton St.	JE,JG,JH	526
	St. Luke's Church Hall	KA; KB	1939
Yewdale	Portable Cabin Newlaithes Ave	KC	1315
	Portable cabin, Borrowdale Road	KD,KF	666
	Portable cabin, Scawfell Road	KE	559
	Yewdale Community Centre	LA; LB	2214

Belle Vue	Portable cabin, Richmond Green	LC	1069
	Portable cabin, Nairn Way	LD	859
	Richard Rose Morton Academy	LE	416
	Church of Nazarene	MA; MB	2183
	Newtown School	MC	1355
	St. Bedes School	MD, MF, MG	619
	Portable cabin, Hawthorn Grove	ME, MH	631

Polling Places – Rural Wards

Ward	Polling Place	Polling District	Electorate (Sept 2017)
Brampton	Moot Hall, Brampton	PK	2262
	Brampton Community Centre	PKA	1171
	Milton Village Hall	PL	98
Burgh	Beaumont Parish Hall	NA	380
	Village Hall, Burgh-by-Sands	NB	605
	Thurstonfield Methodist Chapel	NC	374
	Village Hall, Great Orton	ND	352
Dalston	Victory Hall, Dalston	OA	1884
	Primrose Hall, Gaitsgill	OB	296
	Embassy Ballroom, Cummersdale	OC1&2	832
	Richard Rose Morton Academy	OC3
	Portable cabin, Carleton	OD	260
	Wreay Village Hall	OE	308
	Portable Cabin, Blackwell Common	OF	599
	Portable cabin, Black Lion, Durdar	OG	308
	Creighton Rugby Club	OH	955
	Watson Hall, Castle Carrock	PP1	249
Great Corby and Geltsdale	St Mary's Church, Cumrew	PR1; PR2	108
	Cumwhiton Public Hall	PS	248
	Heads Nook Village Hall	PAB2	259
	Talkin Village Hall	PAC	133
	Great Corby Village Hall	PBB	340
	Downagate Community Centre	PBC	356
	Reading Room, Hayton	PAA	556
Hayton	Heads Nook Village Hall	PAB1	313
	Methodist Church Hall, Corby Hill	PAD	736
Irthing	Lees Hill School	PG1; PG2	171
	Roadhead Public Hall	PH2	33
	Cricket Pavilion, Lanercost	PO1; PO2	186
	Taylor Institute, Low Row	PW	243
	Methodist Church Hall, Gilsland	PX1; PX2; PX3	164
	Lacy Thompson Hall, Hallbankgate	PY1; PY2	551
	Walton Village Hall	PAX	232
	Longtown Community Centre	PE1- PE4	2026
Longtown and Rockcliffe	Moat Village Centre	PF1; PF2	153
	Former Conservatory Centre, Harker	PAG2	200
	Rockcliffe Community Centre	PAM	387

Lyne	Blackford School	PAY	295
	Roadhead Public Hall	PH1	333
	Hethersgill Parish Hall	PAE	310
	Skitby House	PAJ	304
	Nicholforest Hall	PAK	300
	Shankhill School	PAS	122
	Stapleton Public Hall	PAW	211
Stanwix	Village Hall, Newtown, Irthington	PAF	565
Rural	Former Conservatory Centre, Harker	PAG1; PAG3	369
	Portable Office, Cargo	PAH	430
	Scaleby Village Hall	PAR	290
	Crosby Parish Hall	PAT1; PAT2	404
	Houghton Village Hall	PAU1; PAU2	1390
	Women's Institute Hall, Linstock	PAV	319
	Portable cabin, east side Kingstown Rd	PBK	139
Wetheral	Cotehill Village Hall	RA	484
	Cumwhinton Village Hall	RB	405
	Parish Centre, Scotby	RC	1202
	Memorial Hall, Warwick-on-Eden	RD	185
	Wetheral Village Hall	RE	1008
	Portable cabin, Aglionby	RF	209
	Portable cabin, Cumrew Close	RG	226
	Creighton Rugby Club	RH	205

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 18 DECEMBER 2017

EX.139/17 **REVIEW OF POLLING ARRANGEMENTS
(Key Decision – KD.28/17)

(In accordance with Paragraph 15(i) of the Overview and Scrutiny Procedure Rules, the Mayor had agreed that call-in procedures should not be applied to this item)

Portfolio Finance, Governance and Resources

Relevant Scrutiny Panel Business and Transformation

Subject Matter

The Deputy Leader, and Finance, Governance and Resources Portfolio Holder submitted report GD.75/17 presenting the results of the annual review of polling arrangements as required by the Representation of the People Act 1983.

The report referenced the statutory provisions and criteria which had been used in carrying out the review; and that a number of separate and unconnected reviews of electoral arrangements were currently being undertaken, including the Review of the City Council carried out by the Local Government Boundary Commission for England and the Review of Parliamentary Boundaries currently being carried out by the Boundary Commission.

The current polling places and electorate were listed in Appendix 1 and those locations had been reviewed in the light of any representations and comments received.

Also provided were details of the action taken to ensure that, so far as was reasonable and practicable, every polling place was accessible to electors who were disabled; and information on the use of portable polling stations and schools as polling places.

The Deputy Leader then reported in more detail on the suggested changes in voting arrangements for the Dalston Ward, Cummersdale Parish. It was further recommended that Officers continue to monitor the use of portable cabins as polling stations / investigate potential alternatives; and that the Returning Officer be given authority, after consultation with the relevant Ward Councillors and himself, to change polling place locations at the City Council Elections if the usual premises proved to be unavailable due to unforeseen circumstances.

The Deputy Leader, and Finance, Governance and Resources Portfolio Holder concluded his presentation by formally moving the recommendations contained within the report.

The Leader formally seconded the recommendations.

Summary of options rejected a number of options set out in Report GD.75/17 with regard to polling arrangements

DECISION

That Report GD.75/17 and the recommendations therein be referred to Council for consideration, the recommendations being that:

1. The current polling district at OC Dalston Ward, Cummersdale Parish be changed to create 3 polling districts at OC1, OC2 and OC3 to provide polling arrangements which are more commodious to electors in the polling district. (Paragraph 31)
2. With the exception of polling arrangements in OC3 Dalston Ward, Cummersdale Parish it be recommended that there be no further change to polling arrangements at the present time. (Paragraph 34)
3. Officers continue to monitor the use of portable cabins as polling stations and continue to investigate potential alternatives (Paragraph 23)
4. The Returning Officer be given authority, after consultation with relevant Ward Councillors and the Portfolio Holder, to change polling place locations at the City Council elections if the usual premises prove to be unavailable due to unforeseen circumstances. (Paragraph 35)

Reasons for Decision

To provide polling stations for electors as per the statutory duty under the Representation of the People Act 1983

Report to Council

Agenda
Item:

20

Meeting Date: 9 January 2018
Portfolio: Cross Cutting
Key Decision: Not Applicable
Within Policy and Budget Framework: Not Applicable
Public / Private: Public

Title: OPERATION OF THE PROVISIONS RELATING TO CALL-IN AND URGENCY
Report of: Corporate Director of Governance and Regulatory Services
Report Number: GD.01/18

Purpose / Summary:

To report on the operation of call-in and urgency since the previous report to Council on 7 November 2017.

Recommendations:

That the position be noted.

Tracking

Executive:	N/A
Overview and Scrutiny:	N/A
Council:	9 January 2018

1. BACKGROUND

This report has been prepared in accordance with Rule 15(i) of the Overview and Scrutiny Procedure Rules which deals with the procedure in respect of occasions where decisions taken by the Executive are urgent, and where the call-in procedure should not apply. In such instances the Chairman of the Council (i.e. the Mayor) or in her absence the Deputy Chairman of the Council must agree that the decision proposed is reasonable in the circumstances and should be treated as a matter of urgency.

The record of the decision and the Decision Notice need to state that the decision is urgent and not subject to call-in. Decisions, which have been taken under the urgency provisions, must be reported to the next available meeting of the Council together with the reasons for urgency.

2. OPERATION OF THE PROVISIONS RELATING TO CALL IN AND URGENCY

The Executive, at their meeting on 18 December 2017, considered the following reports which were referred to Council. These items are to be considered by the Council on 9 January 2018. If a call-in were to be received on any of the items, the call-in procedure would overlap the City Council meeting.

All Members will have received copies of the reports and minutes with the Summons for the Council meeting and will have the opportunity to consider the items at the Council meeting on 9 January 2018.

(a) Tullie House Business Plan 2018/19

The above matter was considered by the Health and Wellbeing Scrutiny Panel on 23 November 2017

(b) Review of Polling Arrangements

It was considered that any delay caused by a call-in would prejudice the Council's interests in delaying approval of the matters. The Mayor has therefore agreed that the above decisions are urgent and, for the reasons set out above, that the call-in process should not be applied to the decisions.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

3.1 That the position be noted.

Contact Officer: Morag Durham

Ext: 7036

**Appendices
attached to report:** None

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – N/A

Community Services – N/A

Corporate Support and Resources – N/A

Economic Development – N/A

Governance and Regulatory Services – Report is by the Corporate Director of Governance and Regulatory Services and legal comments are included

