

AGENDA

Executive

Monday, 18 November 2013 AT 16:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

Apologies for Absence

To receive apologies for absence and notification of substitutions.

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.

Public and Press

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

Minutes of Previous Meetings

To confirm the Minutes of the meetings of the Executive held on 2 and 30 September 2013.

[Copy Minutes in Minute Book Volume 40(3)]

PART A

To be considered when the Public and Press are present

BUDGET BOOK

The reports in respect of the items listed under Agenda items A.1 and A.2 have been reproduced in a Budget Book and circulated under cover of a letter dated 8 November 2013 from the Director of Governance

A.1 BUDGET 2014/15

(Key Decision - KD.030/13)

(a) 2013/14 Revised Revenue Base Estimates and Updated MTFP Projections 2014/15 to 2018/19

The Director of Resources to submit a report providing a summary of the Council's revised revenue base estimates for 2013/14, base estimates for 2014/15, and updated reserve projections to 2018/19.
(Report RD.51/13)

(b) Review of Charges 2014/15

Directors to submit charges review reports as follows:

- (i) Local Environment (Report LE.30/13)
- (ii) Community Engagement (Report CD.53/13)
- (iii) Economic Development (Report ED.35/13)
- (iv) Governance and Resources (GD.55/13)
- (v) Licensing (Report GD.50/13)

(c) Summary of New Revenue Spending Pressures

The Director of Resources to submit a report summarising the new revenue spending pressures and reduced income projections which need to be considered as part of the 2014/15 budget process.
(Report RD.53/13)

(d) Summary of New Saving Proposals and Additional Income

The Director of Resources to submit a report summarising proposals for savings and additional income generation to be considered as part of the 2014/15 budget process.

(Report RD.54/13)

(e) Revised Capital Programme 2013/14 and Provisional Capital Programme 2014/15 to 2018/19

The Director of Resources to submit a report on the revised capital programme for 2013/14, and summarising the proposed programme for 2014/15 to 2018/19.

(Report RD.56/13)

(f) Corporate Assets - 3 Year Repair and Maintenance Programme

The Director of Resources to submit a report setting out the maintenance programme and budget proposals for the Council's Corporate Property assets for the three year period 2014/15 to 2017/18, together with an update on building maintenance.

(Report RD.58/13)

(g) Treasury Management July - September 2013 and Forecasts for 2014/15 to 2018/19

The Director of Resources to submit a report providing the regular quarterly report on Treasury Transactions, together with an interim report on Treasury Management as required under the Financial Procedure Rules. The report also discusses Treasury Management estimates for 2014/15 with projections to 2018/19, and includes information on the requirements of the Prudential Code on local authority capital finance.

(Report RD.55/13)

A.2 REVIEW OF RESERVES AND BALANCES
(Key Decision - KD.031/13)

The Director of Resources to submit a report seeking an Executive review of the Council's reserves and balances; and to recommend to Council any reserves which can be released.

(Copy Report RD.60/13)

A.3	<u>TULLIE HOUSE MUSEUM AND ART GALLERY TRUST BUSINESS PLAN</u>	7 - 56
	(Key Decision - KD.024/13)	
	The Deputy Chief Executive to submit a report seeking consideration of the Tullie House Museum and Art Gallery Trust Business Plan 2014-2017. (Copy Report CD.51/13 herewith)	
A.4	<u>CARLISLE SPORTS AND PHYSICAL ACTIVITY STRATEGY</u>	57 - 90
	(Key Decision - KD.029/13)	
	The Deputy Chief Executive to submit a report presenting the City Council's overall Sports and Physical Activity Strategy for 2013-17 for consideration by the Executive. (Copy Report SD.08/13 herewith)	
A.5	<u>NOTICE OF EXECUTIVE KEY DECISIONS (Non Key Decision)</u>	
	The Notice of Executive Key Decisions, published on 18 October 2013, is submitted for information.	
A.6	<u>SCHEDULE OF DECISIONS TAKEN BY PORTFOLIO HOLDERS</u>	91 - 92
	(Non Key Decision)	
	A Schedule of Decisions taken by Portfolio Holders under delegated powers is attached for information. (Copy Schedule herewith)	

93 - 94

A Schedule of Decisions taken by Officers under delegated powers is attached for information.

Background Papers - Report RD.38/13 - Business Rates Pooling is available on the Council's website - <http://cmis.carlisle.gov.uk/cmis/>

95 - 96

The Minutes of the meeting of the Joint Management Team held on 15 October 2013 are submitted for information.

A.9 REVENUE BUDGET OVERVIEW AND MONITORING REPORT - 97 - 116
APRIL TO SEPTEMBER 2013

The Director of Resources to submit the Revenue Monitoring Report covering the period April to September 2013.

A.10	<u>CAPITAL BUDGET OVERVIEW AND MONITORING REPORT -</u>	117 -
	APRIL TO SEPTEMBER 2013	132

The Director of Resources to submit the Capital Monitoring Report covering the period April to September 2013.

(Copy Report RD.50/13 herewith)

A.11 DATES AND TIMES OF MEETINGS 2014/15

**133 -
150**

(Non Key Decision)

The Director of Governance to submit a report on the dates and times of meetings for the 2014/15 Municipal Year prior to submission to the City Council.
(Copy Report GD.51/13 herewith)

PART B

To be considered when the Public and Press are excluded from the meeting

B.1 PROVISION OF GREEN BOX KERBSIDE COLLECTION

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

Members of the Executive

Councillor C W Glover (Leader)

Councillor Mrs E B Martlew (Deputy Leader; and Environment and Transport Portfolio Holder)

Councillor Ms A Quilter (Culture, Health, Leisure and Young People Portfolio Holder)

Councillor Mrs J Riddle (Communities and Housing Portfolio Holder)

Councillor Dr L Tickner (Finance, Governance and Resources Portfolio Holder)

Councillor Mrs H M Bradley (Economy and Enterprise Portfolio Holder)

Enquiries to:

Lead Committee Clerk - Morag Durham (tel: 817036)

Notes to Members:

Decisions made at this meeting, if not subject to call-in, will become live on 28 November 2013

Report to Executive

Agenda
Item:

A.3

Meeting Date: 18th November 2013
Portfolio: Culture, Health, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref:KD
Within Policy and
Budget Framework YES
Public / Private Public

Title: TULLIE HOUSE MUSEUM & ART GALLERY TRUST BUSINESS
PLAN 2014 - 2017
Report of: The Director of Community Engagement
Report Number: CD51/13

Purpose / Summary:

This report introduces the Tullie House Museum and Art Gallery Trust 2014- 2017 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 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 agreeing funding.

Recommendations:

The Executive is asked:

- (i) to consider the report and the proposed Business Plan and
- (ii) make the report available for consideration by Community Overview and Scrutiny Panel

Tracking

Executive:	16th December 2013
Overview and Scrutiny:	19th November 2013
Council:	

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 an independent company on 5th May 2011.
- 1.2** The partnership agreement between Tullie House Trust and Carlisle City Council states that the core funding for future years granted from the Council to the Trust is set following consideration of a business plan submitted annually by the end of October. Specifically it states:

“Core funding for 2012/13, 2013/14 and 2014/15 will be agreed by a Business Plan submitted by MT to Carlisle not later than 31 October 2011 and core funding for 2015/16 will be agreed through a business plan which covers the period 2013/14 to 2015/16 submitted by MT to Carlisle not later than 31 October 2012.

Each year thereafter core funding for the third subsequent financial year will be agreed through a Business Plan following the above process (Core Funding for the first and second subsequent financial years already having been agreed through the previous Business Plan following the above process).”

- 1.3** This report presents the Tullie House Business Plan for the period 2014/15 through to 2016/17.

2. PROPOSALS

- 2.1** Executive are asked to review the business plan ahead of confirmation of Core Funding levels for 2014/15 and 2015/16 and consideration of core funding levels for 2016/17.
- 2.2** Executive are also asked to seek the views and input of the Council’s Community Overview and Scrutiny Panel on the content and proposals within the Tullie House Business Plan.

3. CONSULTATION

- 3.1** As outlined above Executive are asked to consult with the Council’s Community Overview and Scrutiny Panel on the proposed Business Plan.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

Contact Officer: Keith Gerrard

Ext: 7350

**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 -

Community Engagement –

Economic Development –

Governance – As explained in the Report, in accordance with the Partnership Agreement, Tullie House are required to submit their business plan to the Council for consideration as part of the Budget Process.

Local Environment –

Resources - The MTFP assumes provision for the core funding of the Tullie House Trust in accordance with the Partnership and Funding agreement. A reduction in core funding in 2015/16 of £250,000 has been assumed in the MTFP which is also reflected in the Trust's Business Plan. Further work is still required to agree the inflationary increase for 2014/15 and discussions will continue with officers from the Tullie House Trust to address this. Other issues requiring clarification include the tender exercise for the provision of central services and how the £250,000 reduction in core funding will be delivered and is allocated within the business plan (page 43).



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Business Plan 2014/15 to 2016/17

1 INTRODUCTION

This, the third business plan to be prepared annually by the Tullie House Trust, covers the three years from 2014/15 to 2016/17. Although the first two years, 2014/15 and 2015/16, were included in last year's plan, this latest plan is based on an assumed reduction of £250k in the Council's annual core funding from 2015/16. This planned reduction has caused the Trust to carry out an intensive review of both its income generation activities and its costs, which is in turn reflected in some substantial changes to our financial projections.

This apart, the key development since last year's plan is that the Trust Board has recently decided to move forward to the intensive planning stage of a major development of Tullie House Museum and Art Gallery.

1.1 A vision for the redevelopment of Tullie House

This project is grounded in the Trust's vision that *'Tullie House will be one of the leading and most influential arts and 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 its visitors, playing a leading part in the cultural, social and economic life of the north of England...'* It would include:

- A completely new approach to the interpretation and display of the collections, in line with latest international standards, which utilises the latest applications of digital technology for museums
- Substantial increases in gallery space, together with radical improvements to visitor access and circulation between the galleries and public areas
- Opening up non-visitor access to the collections through continuing application of latest online digital technology developments
- Construction of a new on-site store for the collections, enabling items that are not on display to be housed in a safe and secure environment that is accessible to staff, researchers and visitors alike
- Transformed learning and education facilities, to ensure that Tullie House is able to provide school and college students with a truly excellent environment in which to discover and profit from the richness and diversity of what Tullie House has to offer
- Enhanced visitor facilities, including visitor orientation, catering and retail.

This ambitious project, which has the potential hugely to enhance Carlisle's attraction as a visitor destination, has been indicatively costed at £16m - £18m. A project of this size and ambition will require the mobilisation of large-scale external capital funding as well as a high level of planning and implementation expertise. It will also imply further transformation of the Tullie House organisation's culture, skills and resources. The Trust has identified Heritage Lottery Fund as its prospective lead funding partner, and following discussions with HLF intends to submit the initial application for HLF stage 1 funding in November 2014 - the first annual submission deadline that can realistically be achieved.

Although the main impact of this project, to which we return in Section 3 below, would occur after the period covered by this business plan, considerable effort will be required in the first year of the

Business Plan 2014/15 to 2016/17

plan to prepare the stage 1 HLF funding application. This has been reflected in the budget for 2014/15 in this plan. To move from HLF stage 1 to stage 2 would require a further year of detailed planning and fundraising. This would occur in 2015/16 and 2016/17, and has not, at this relatively early stage, been reflected in this plan's budgets for those years. Full implementation of the project would not occur before 2017/18, and lies outside the time horizon of this plan.

1.2 Working with Carlisle City Council

The City Council, with whom we agree our key performance indicators, is the Trust's key partner. The Trust has two City Council Members on the Trust Board. There are regular meetings between Trustees, and the Leader of the Council and senior Council officers. The Tullie House Departmental Management Team works with Council officers in areas such as HR, building maintenance, community engagement, payroll, finance, tourism and property, to ensure that there is a mutual understanding of targets, opportunities and goals.

The Trust also works with the City Council to develop initiatives such as the Carlisle Pageant and the Commemoration of World War One starting in 2014, and has been consulted by the Council over its proposed Carlisle Arts Centre. The Trust is involved in the new *Carlisle Story* network, and Trustees are working with the City Council on the development of the Historic Quarter. The Tullie Card for Carlisle residents is the result of close working with the City Council.

The City Council would be our key partner in the redevelopment of Tullie House to ensure that the Trust's vision for Tullie House and the project is clearly communicated to the Council, that the Council's objectives and requirements are fully taken into account, that all relevant features and aspects of the project are properly explained, and that the Council is actively involved throughout the planning and implementation stages of the project.

In preparing this business plan for the next three years, the Trust wishes to thank the City Council for its continued interest and support.

1.3 Strategic themes

The strategic themes underpinning the plan, which provide the broad framework for the Trust's activities and actions for the next three years, were set out in detail in last year's plan and have been carried forward from last year's plan. They are:

- **Collections** - developing and making the collections more accessible and relevant to audiences
- **Audiences** - using collections to extend our reach by developing existing and new audiences
- **Resources** - staff development, business development and generating income.

However our strategic priorities have moved on since last year's plan, reflecting the impending reduction in the Council's grant, which means we have to focus ruthlessly on resources - income generation, cost management and improving the ways we do things - alongside our determination to proceed with the major development plan for Tullie House.

Business Plan 2014/15 to 2016/17

1.4 Organisation of this document

This document is organised into five sections following this Introduction. We start in Section 2 by summarising the highlights of the past year and look briefly at key trends in visitor numbers. Sections 3 to 5 then set out our plans in relation to each of the Trust's strategic priorities: Section 3 deals with the collections with particular emphasis on the proposed redevelopment of Tullie House, Section 4 addresses our audiences and Section 5 summarises our approach to managing resources with a particular focus on developing the organisation and generating income. Section 5 also raises some premises issues that are important to the plan. The concluding section, 6, sets out our proposed three-year budget for 2014/15 to 2016/17.

Appendix A reproduces relevant paragraphs of the Partnership and Funding Agreement between Carlisle City Council and Tullie House Trust relating to the business planning process.

2 HIGHLIGHTS OF THE PAST YEAR

In 2012 Cumbria received 38m visitors, made up of 32.8m day trippers and 5.2m overnight visitors. 2012 proved to be a difficult year for the visitor economy in Cumbria, as elsewhere. Poor weather for much of the year and the adverse effects of many London-centred events such as the Diamond Jubilee and Olympics, along with the continuing squeeze on people's disposable income, adversely affected the number of visitors to Cumbria and their propensity to spend. Day visitors, which accounted for 65% of the county's visitor days in 2012, were down by 6% (equating to a fall of 2.0m people). Total spending by day visitors fell by 15% (£193 million), which means that spend per visitor dropped by nearly 10%.

This challenging market context inevitably impacted our visitor numbers which, at 221,000, were down by 9.8% in 2012/13. Despite this, the Trust has recorded some significant achievements over the eighteen months since April 2012, which have included:

- Mounting the George Howard exhibition with the support of the Heritage Lottery Fund, which received extremely good reactions from both our visitors and the media.
- Creating diverse exhibitions including *Into the Light*, *Street Art*, *C-Art at Tullie* and the new *Hartnell and Amies*.
- Starting work on the Arts Council's £3.2m Major Grant Fund award to the Cumbria Museums Consortium, led by Tullie House Trust and also including Lakeland Arts Trust and Wordsworth Trust, which is financing a three-year programme to develop access to Tullie House and other key custodians of the county's cultural heritage.
- Being awarded:
 - the Cumberland News Group's 2012 Business Award for Tourism and Hospitality,
 - the Sandford Award for Excellence in Heritage Education 2013, and
 - the Curious Minds *New Settings* Award for the North-West. This was for delivery and commitment to the arts and embedding arts into our education programme.
- Being long-listed, for the second year in a row, for the Daily Telegraph's Family-Friendly Museum Award, which is voted for by families visiting Tullie House. This ranks us as one of the top twenty family-friendly museums in the UK.
- Our successful collaboration with the British Museum to exhibit the Crosby Garrett Helmet in both Carlisle and London, with significant support from arts funding organisations and the Friends of Tullie House. (This exhibition opened in Tullie House in November 2013 and moves to the British Museum in February 2014.)
- Hosting 8,115 visits from Carlisle's school children, and reaching 1,384 people through our outreach programme, in 2012/13, both of which were increases on the previous year.
- Receiving *Good/Very Good* ratings by:
 - 93.4% of our visitors for the quality of our venue, and
 - 94.5% of our visitors for the enjoyment of their visit.

Business Plan 2014/15 to 2016/17

- Managing our finances prudently and achieving the financial targets (including cost reduction targets) agreed with the City Council.
- Maintaining the stability and morale of our staff after a period of restructuring and redundancies.

In March 2013 we introduced a new admissions charging structure, the key features of which included:

- Bringing Old Tullie House into the scope of the charging structure, which has simplified visitor circulation and gallery monitoring.
- Reducing the cost of the Tullie Card for Carlisle residents from £3 for two years to £1 for one year.
- Raising the standard adult admissions charge for non-Carlisle residents from £5.50 to £7, with an increase in concessions charges from £3.60 to £5.
- Introducing a discretionary charge of £3 for special exhibitions.
- Raising the age of free admission to 18, which applies to non-Carlisle as well as Carlisle residents.

While we have not yet carried out a full review of the impact of these new charges, the most popular admission ticket for 2013 to date is the £5 concession ticket. This is consistent with our visitor research which shows that 60+ is the largest age group visiting Tullie House, accounting for 54% of all adult entrants. (22% of our visitors used a Tullie Card and 19% purchased a standard admission ticket.)

The main change in our adult visitor profile by age band over the past year has been a relative increase in the 45-59 age range, which at 22% of visitors is now the second largest, having displaced the 35-44 age band from that position. This change probably reflects our recent special exhibitions programme which has been mainly aimed at family audiences, although this may shift again toward the end of the present financial year, after the forthcoming *Mechanical Circus* exhibition.



3 COLLECTIONS: Developing and making the collections more accessible and relevant to audiences

3.1 Cumbria's 20:20 Museum

Tullie House's superb collections lie at the heart of what we have to offer our audiences. They have the potential to inspire the residents of Carlisle, including successive generations of school children, and to attract people from much further afield to spend time in the city. Properly interpreted, displayed and managed, they are a priceless asset.

The Trust has been looking carefully at what needs to be done to ensure the collections are able to play this role through to the mid-21st century. Urgency has been added to this by the facts that we shall lose a substantial part of our collections storage space in 2016 when our existing lease at Shaddon Mill expires, that most of the rest of our storage space is inadequate, that our education and learning facilities are completely out of date, that our gallery space (even after the opening of the excellent Roman Frontier Gallery) is much too limited to permit enough of the collections to be permanently displayed, and that the physical layout of the buildings gets in the way of optimal visitor circulation.

The Trustees concluded that unless these and other pressing issues were properly addressed it would be impossible for Tullie House to continue to play its full part in the life of Carlisle and achieve what both the Trustees and the City Council want and expect of it.

To help get started we asked consultants to provide some preliminary ideas on a new interpretation strategy that recognised the strengths of the collections and the stories they can tell, and on how:

- a. Much more of the collections could be made accessible to visitors and students alike, whether through additional gallery space or a new 'accessible' store.
- b. The current orientation of the present buildings and visitor flow could be improved along with the external approach and 'visibility' of the museum.
- c. We might take advantage of vacant adjacent buildings on the Tullie House site in good time for the end of the lease on Shaddon Mill.
- d. All of this could be used to maximise visitor numbers and revenues while reducing costs.

It became clear from this review that these objectives could only be realised through a project that involved significantly re-orientating and enlarging the existing galleries, building a new accessible storage facility on the garden site of the adjacent Herbert Atkinson House, and repositioning the museum's main entrance so that it faced the City's historic quarter. In parallel with this a new interpretation strategy emerged, based on a new theme - 'The Museum Unpacked' – which, informed by four unifying sub-themes that reflect particularly strong aspects of the collections: Life, Landscape, Legacy and Laboratory, would allow visitors to explore and learn about the collections from a curatorial point of view.

It also became clear that such a project would involve substantial capital expenditure. The consultants identified five options, ranging from a minimal scheme that would meet immediate near-term needs but do little to address the wider issues, to a comprehensive integrated set of

developments that would address all of the problems and priorities, both immediate and longer-term. They provisionally costed the capital sums required as between £5m for the minimal scheme to £16m for the most comprehensive.

After reviewing the options, the Trustees concluded that only the comprehensive option offered a clear and exciting way forward for Tullie House that would enable it to remain a vibrant and proactive centre for heritage and the arts in Carlisle and beyond. The Trustees asked the Museum Director and her team to develop the consultants' initial ideas into a clear and coherent vision and strategy for a major museum redevelopment that would command the confidence of key partners, most notably Carlisle City Council, but also HLF, which had been identified as the most likely lead funding partner, and other potential funders.

This further internal work has developed and refined the approach outlined by the consultants into a clear vision and strategy for a major transformational project that will significantly raise the game of not only Tullie House but also the city of Carlisle.

3.1.2 Next steps

The Trust will:

- Work closely with Carlisle City Council, the Trust's key partner on this redevelopment, to ensure the City Council is fully supportive of all aspects of the redevelopment. The Trust is keenly aware that the onus is on the Trust to achieve this.
- Engage the University of Cumbria and other key strategic partners such as Cumbria County Council on refining the *Cumbria's 20:20 Museum* proposal
- Prepare the Stage 1 bid for submission to the Heritage Lottery Fund in November 2014 to support development of the *Cumbria's 20:20 Museum* vision into a detailed plan and implementation approach capable of attracting capital funding
- Initiate a 20:20 pilot programme that will develop exploratory ideas for the developments, provide an 'incubation' area and stimulate and challenge our approach
- Apply for funding to support the *Cumbria's 20:20 Museums* vision and develop the pilot programme
- Prepare an application for Designated Museum status for Tullie House's outstanding natural sciences collections. Designated status would widen our opportunities to raise the profile of the natural sciences collections, encourage safeguarding of the collection and allow funding to be targeted in support of the collection
- Work with the higher education sector, particularly the University of Cumbria, to develop the research potential of the museum as part of *Cumbria's 20:20 Museum*
- Use *Cumbria's 20:20 Museums* to develop the skills of staff and volunteers and seek out opportunities to maximise funding opportunities to widen skill sharing

Preparing for a Stage 1 Heritage Lottery Fund bid for the *Cumbria's 20:20 Museum* will cost an estimated £80,000, which the Trust will meet from its own Reserves. If successful, HLF would provide support for the Stage 2 bid, which is the detailed development of all aspects of the project plans.

3.2 Collaborations and partnerships that promote and enhance Tullie House's reputation

The Trust has a good track record for its partnership programme and aims to develop new collaborations and partnerships, building on those already achieved.

3.2.1 Carlisle City Council

We referred in the Introduction to Carlisle City Council's importance as the Trust's key partner. This will continue to be reflected in our local community engagement activities. Partnerships and joint projects focusing on young people and promoting healthy living will be central to the Trust's community engagement agenda. Tullie House will continue with initiatives such as:

- The Tullie Time Travellers club for 8 to 12 year old children
- The Yak Yak club for young adults aged 13 to 19
- Making Tullie House more dementia-aware. As part of Cumbria County Council's Dementia Awareness Strategy the museum has received funding to train staff and roll-out a package of interventions that will make the museum more accessible to visitors with this condition
- Working with OUTreach Cumbria on a project to collect stories and objects that represent Cumbria's LGBT community in the museum's collections (subject to funding)
- Running a volunteer-led Community Archaeology project
- Carrying out a creative project, in partnership with the Solway Wetlands Team, to work with three adult groups who have disability and / or are socially excluded
- Working with Sure Start and Barnardos to engage with victims of domestic abuse in a project to build self-esteem
- Supporting the City Council with the Pageant Parade. Tullie House worked jointly with various agencies on the 2013 parade to support young people, children and families as well as those who had disabilities

3.2.2 National partnerships

The £1.4m Roman Frontier gallery, which opened in 2011, was the result of a valuable partnership between Tullie House and the British Museum. It was opened by British Museum Director, Neil MacGregor. The British Museum partnership continued with the *Talking Objects* and the museum's own *Collections Conversations* programmes, which inspire creative engagement with young people and general visitors. At the end of 2013 Tullie House will be borrowing a number of pieces of Chinese porcelain from the British Museum to complement the Natasha Daintree exhibition. These *spotlight loans* will be developed further over the next three years with the National Gallery and the Tate, as well as the British Museum.

3.2.3 International partnerships

Tullie House is exploring the possibility of a partnership with the Xuzhou museums group in the Nanjing Province of China. Following a visit by delegates from China to Tullie House in early 2013, the Xuzhou museums appointed a UK representative to explore collaborative initiatives covering exhibitions, training and spotlight loans.

Tullie House will be the first UK museum to host the *Mechanical Circus* exhibition in 2014. This exhibition is from Netherlands' state museum of science and medicine, the Museum of Boerhaave.

3.2.4 Regional partnerships

The launch of Tullie House's successful Roman Frontier Gallery was underpinned by our partnership with Hadrian's Wall Heritage. An independent evaluation of the gallery will be carried out in early 2014. The museum is now working with Hadrian's Wall Trust, HWH's successor body, to develop initiatives to draw visitors to the museum from Hadrian's Wall and other World Heritage Sites in the UK and overseas – e.g. a conference on some of the contemporary frontier issues flagged up in the gallery. The Arts Council are also supporting an innovative dispersed exhibition and engagement programme being developed by Tullie House and Tyne and Wear Archives & Museums which will connect all of the museums and heritage sites along the Wall. A pilot for this with the National Portrait Gallery will run in 2014 and a larger-scale project, with the British Museum, is planned for 2016.

As mentioned above Tullie House is exploring partnership initiatives with higher education institutions, notably the University of Cumbria. To date there have been collaborations between the museum and the University on exhibition installation, the use of digital technology in events, film production and teacher training. The museum and the University's newly established Business Interaction Centre (based alongside Tullie House in Paternoster Row) are looking at possible collaborations relating to tourism.

Tullie House also has a strong partnership with the University of Newcastle's International Centre for Cultural and Heritage Studies (ICCHS), which to date has focused on providing placements for students planning a career in museums but is now exploring the possibility of developing a research methodology for evaluating the effectiveness of exhibitions.

The museum continues to work in partnership on a range of practical and research based projects with two very long established groups, the Cumbria Natural History Society and Cumberland and Westmorland Antiquarian and Archaeological Society.

The Cumbria Biodiversity Data Centre (CBDC) which is part of Tullie House Trust relies heavily on a number of strategic and financial partnerships. Without the support of the County and its District Councils, the Environment Agency, Natural England and a range of other ecology-based organisations CBDC would not be able to function.

3.2.5 Major Partner Museum

Through the vehicle of the Cumbria Museums Consortium (CMC), the Trust will continue to work with the Arts Council in the county to meet their five national goals - that:

- Talent and artistic excellence are thriving and celebrated
- More people experience and are inspired by the arts
- The arts are sustainable, resilient and innovative
- The arts leadership and workforce are diverse and highly skilled
- Every child and young person has the opportunity to experience the richness of the arts.

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CMC, which as mentioned earlier comprises the Lakeland Arts Trust, the Wordsworth Trust and the Tullie House Museum and Art Gallery Trust, is an example of a Cumbrian partnership initiative that has developed over the past two years. In 2012 CMC, led by the Trust, became one of only sixteen Major Partner Museums to receive Arts Council's Renaissance funding for a programme of activities focusing on two of the Arts Council's goals: *Children and Young People* and *Audiences*. As part of the CMC programme a Cumbrian Learning Networks programme has been established to support museums across the whole of Cumbria. The CMC Project Manager, based at Tullie House, works closely with the networks – ensuring that Tullie House is working with museums across Cumbria.

The Trust's CMC programme includes:

- Apprenticeships
- Adult engagement
- Community Engagement and Outreach
- Family Learning
- Treasures of Cumbria
- Young Persons activities

Our current CMC three-year funding runs out in March 2015. Accordingly in early 2014, with our CMC partners Lakeland Arts Trust and Wordsworth Trust, we shall be submitting a further application to the Arts Council for an extension to their Major Partner Museum funding. We can expect a lot of competition for this funding.

CMC is also collaborating with Manchester Museums Partnership to manage the Arts Council's Museums Development Programme for the benefit of museums across the north-west region, providing training, grants and advice.

4 AUDIENCES: Using the collections to extend our reach by developing new and existing audiences

Tullie House's key target audiences are:

- Families with children, who require activities, value for money, a safe environment, assistance with planning their visit, affordable food and easy access.
- Local people, who are usually also Tullie Card holders. This group requires a changing and varied programme of exhibitions and events and free exhibitions.
- The over 50s, who want informative events and activities in the galleries, good facilities in the restaurant and galleries as well as easy access and friendly reception.
- Schools and education establishments, which require excellent educational resources in terms of staff and teaching/learning materials, good communications and appropriate facilities.
- Tourists, who demand excellent facilities, stimulating exhibitions and a welcoming reception.
- 'Virtual visitors', who need easy access to data through easily navigable websites. This group requires information for planning a visit, undertaking personal research or carrying out formal research.

Tullie House's offer and reach to visitors is achieved through the permanent exhibitions at Tullie House, complemented by a changing and exciting programme of special exhibitions with a range of activities and events to enhance it. To extend our reach and develop existing and new audiences we:

- Use the temporary exhibition programme as a tool to engage and develop audiences
- Maintain and further develop our high quality of learning provision
- Extend the reach of the museum by using our collections to enhance audience engagement within and beyond Cumbria
- Increase access to collections through digital technology and development of the website
- Strengthen our community engagement.

As part of the CMC programme, we are working with our partners to develop a better understanding of our audiences and identify new audiences by employing an Audience Research Coordinator.

4.1 The temporary exhibition programme

We aim to provide a balanced programme of exhibitions that will appeal to a broad range of audiences. While the programme necessarily reflects the Tullie House collections (art, archaeology, social history and natural sciences) and their connecting themes, as well as the Trust's aims and objectives, it is designed to appeal to culturally-diverse audiences and maximise accessibility. It is often difficult to balance audiences with content, particularly when exhibition funding is difficult to source, but The Trust attaches importance to maintaining high standards of exhibition.

In 2013/14 the Tullie House changed its exhibitions programme to create a more even balance between collections-based shows and contemporary art (previously the focus had been 80% on the

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latter). The new programme includes seven major exhibitions¹, some of which have yet to be staged, that were initiated, researched and designed by Tullie House staff. These were supplemented by three other exhibitions that were created by others.²

In 2014/15 the museum will be hosting *Richard Slee*, a retrospective of the internationally acclaimed, Carlisle-born ceramicist of the same name. This major exhibition, initiated by Tullie House and supported by the Arts Council, is being planned to tour - a first for Tullie House. We will also be showing *Worn to be Wild*, a contemporary costume exhibition based on wildlife; *War Games* from the V&A; and *Anslem Kiefer*, a partnership with the Tate under the banner of their *Artists' Rooms* programme. 2014 will also see the launch of the exciting new *Ideas Incubator* – a flexible audience-led approach to programming and interpretation in the museum's Exhibition Gallery, which will pilot ideas for engagement to support the *Cumbria's 20:20 Museum* interpretation strategy.

In 2015/16 the museum is hoping to show a children's exhibition, the *Viking Guide to Deadly Dragons*, from Seven Stories in Newcastle, the *Dance of Death* from the Wellcome Institute and the dispersed Hadrian's Wall exhibition mentioned earlier.

The Trust is developing an ambitious exhibitions programme to engage and develop different audiences. This can be expensive, and in order to protect the quality of the special exhibitions programme we decided to start charging for admission to some (but not all) of our special exhibitions. The current 2013/14 exhibition programme is expected to incur net expenditure of £45k, which we use to support a broad range of exhibitions in both the Art Gallery and the Exhibition Gallery. For example, *Mechanical Circus* is a major automata exhibition which will be used to target schools and families interested in science, technology and engineering. *Martin Greenland* on the other hand will show works by an established landscape artist who has recently been inspired by the Cumbrian environment – his exhibition will be targeted at local people and the over 50s.

Wherever possible, external funding is sought for specific exhibitions. For example, *the Wildlife of the Solway Wetlands* is part of the Solway Wetlands Landscape Project which is funded by the Heritage Lottery Fund; equally *Into the Light* was sponsored by local Cumbrian businesses. The major 2013 *George Howard* exhibition was largely funded by the Heritage Lottery Fund and the Friends of Tullie House.

The Arts Council's Grants for the Arts (G4A) Programme has supported our exhibition programme in recent years by approximately £50k p.a. However, G4A funding is only available for contemporary art, so the more the Trust programmes exhibitions to reach Tullie House's target audiences, the less funding we will receive from the Arts Council's GTA fund.

The proposed exhibition programme for the three years to 2016/17 is attached in Appendix B

¹ *Into the Light*, *Wildlife of the Solway Wetlands*, *Natasha Daintree: Ocean*, *Martin Greenland*, *Outside In* and *George Howard*,

² *Hartnell to Amies* (a touring costume exhibition from the Fashion and Textile Museum. London), *Transmitter / Receiver* (contemporary collage from the Arts Council) and a major popular exhibition of automata, *Mechanical Circus*, from the Cabaret Mechanical Theatre and Museum Boerhaave.

4.2 The learning programme

Both formal and informal learning are central to the programme at Tullie House. The former Renaissance Hub funding from the now-defunct Museums, Libraries and Archives Council enabled Tullie House to employ four staff to deliver a high quality programme of formal and informal learning. This funding ended in March 2012, causing a cut to just one staff member and significant modifications to the learning programme. However the Arts Council's Major Grant Funding is now providing us with new resources that are supporting the delivery until March 2015 of a number of key learning projects focusing on children and young people. These projects include:

- A *Making All Family Friendly* initiative which will create a more family orientated offer and will link with national and regional initiatives such as *Kids in Museums*.
- A *Young People* initiative which will develop programmes to engage with young people at Tullie House and our CMC partner the Wordsworth Trust. This initiative involves consulting with bridging organisations and work with schools and colleges in Cumbria on the delivery of Artsmark and Arts Award.
- A secondary and post-16 schools programme. This will provide the opportunities for Tullie House to develop and encourage closer working with secondary schools, further education colleges and universities
- An apprenticeship programme for 16-25 year olds across the three CMC partner organisations. This will provide Tullie House with three apprentices each year together with the support of an Apprenticeship Manager.

Helped by the Arts Council's Major Grant Funding, the Trust is piloting a new Adult Learning programme in 2013, with talks, workshops and crafts. In addition to improving the offer for adults, this will provide opportunities for new income generation. We plan to extend this pilot into a core offer over the next three years.

4.3 Digital technology

To support the *Cumbria's 20:20 Museum* project and the efficient running of Tullie House, 2013/14 has seen an upgrade of the Tullie House website and further development of social networking tools.

Over the coming plan period from 2014 we intend to research and, if appropriate, to pilot several options in the *Ideas Incubator* for *Cumbria's 20:20 Museum*:

- On-gallery interpretation using iPads.
- The application of digital interpretation to the learning programme, e.g. working with a digital artist on a wetlands reclamation game involving teams of young people competing to create the best habitats for wetland species, or the introduction of augmented reality into school workshops possibly including an element of foreign language translation.
- For museum visitors, webcams, comments screens and access to information in storage.
- A data warehouse, which will be compatible with the museum's collections database (MODES) and used to store all our marketing and learning images and resources.

Our Arts Council Major Grants Funding gives us the opportunity to work closely with partners across Cumbria to deliver the innovative *Treasures of Cumbria* project. This includes creating a new website where people can discover the county's cultural heritage by bringing together public and private collections and their stories from across the county. The project is involving museums, the media and press across Cumbria in working in innovative ways.

4.4 The community engagement and volunteer programme

Our community engagement activities are another important way of improving access to the collections, particularly among disadvantaged groups in local society. This programme depends critically on the contributions of volunteers. The Trust is therefore very keen to continue to develop opportunities for volunteers. We have recently appointed a part-time volunteer coordinator to support the team of 25 volunteers who are based at Tullie House.

4.5 Loans

Because of the quality and importance of the Tullie House collections, The Trust regularly receives requests for the temporary loan of objects. These requests come from both UK and international cultural organisations, typically for one-off or touring exhibitions – for example the Royal Academy, Manchester Art Gallery, the V&A, Le Musée D'Orsay Paris, the Ghent Museum of Fine Arts and the Tokyo Mitsubishi Ichigokan Museum.

Loans are rarely if ever a means of generating income, but they help establish Tullie House's reputation as a serious cultural destination with which major national and regional organisations wish to do business.

In order to strengthen the attractions of our special exhibitions and one-off events, the Trust also borrows objects from national UK museums such as the British Museum and the National Gallery, and would like to do so more from overseas. The short-term loan of the Nijmegen Helmet from Dutch Museum Het Valkhof, to coincide with the opening of the Roman Frontier Gallery in 2011, was highly successful, and we are now exploring the possibility of similar loans from Germany.

5 RESOURCES: Organisation development, income generation and premises

This section summarises our plans for developing the organisation and new sources of income and. Our plans for managing costs are outlined in the next section (budget commentary), as are the income and expenditure budget implications. The section concludes with a summary of the key issues relating to our premises and other physical resources.

5.1 Developing the organisation

The Trust's organisation was restructured in April 2012, involving significant changes in staff roles and responsibilities. It also involved taking a fresh approach to the management of the organisation by devolving key functions to senior staff and giving them defined responsibilities for day-to-day management. For example, each of the four curators became responsible for a cross-cutting process (e.g. documentation of the collections) alongside their existing subject area responsibilities (e.g. archaeology or natural history). The restructure was also intended to encourage new ways of working across the organisation, with the aim of creating an organisational culture that is responsive, entrepreneurial and generally fit for purpose. Two members of staff are working towards the Association of Accounting Technicians qualification and four towards the Associate of the Museums Association award, while a member of the CBDC team is working towards a degree at Manchester University on data recording.

Staff briefings are now held monthly and have become an important means of team building and communication. Personal Development Plans have been initiated for all staff. These will be taken forward and further embedded into the organisation, becoming central not just to staff development but also to business planning and organisational development.

The new CMC posts, appointed from mid-2012 to early 2013, work closely with the permanent staff and are indispensable to core Tullie House activities such as the learning programme. We have recruited three 16-24 year old museum apprentices through the CMC apprenticeship programme, who are working towards NVQ Level 2. Tullie House also has a dedicated and respected team of volunteers who, as mentioned in Section 4, we intend to support and develop.

The 2012 restructuring, which was conceived as part of the City Council's 2011 transformation programme, was effectively an immediate response to the transfer of Tullie House to charitable trust status. With the current difficult market environment and core funding cuts from 2015/16, quite apart from the potential challenges of delivering *Cumbria's 20:20 Museum*, it is clear that further continuing organisational changes will be required, involving leadership development, restructuring, realignment of roles and responsibilities, staff development and culture change. We shall have to review whether our reward policies, which have been inherited from local authority days, are optimal for the kind of organisation we want to be. The Trust needs to become an organisation that has a strong focus on business development, income generation, cost management and the use of technology to support our business and organisational goals. The continuing search for ways and means of increasing visitor numbers and generating additional income through fund raising, commercial activities, conferences and events must become part of the

ethos of the organisation. We are encouraging staff at all levels identify and put forward constructive ideas for new ways of working that promote this ethos.

The current need to live with reduced resources, together with the challenges of delivering an outstanding *Cumbria's 20:20 Museum* project provide an opportunity for the Trust to be bold, imaginative and ambitious in creating a forward-looking and visitor-focused organisation.

5.2 Income generation opportunities

The income generation opportunities we have identified fall under seven headings:

1. Profile raising and marketing
2. Increasing visitor spend per head
3. Fundraising
4. Strategic commissioning
5. Other museum-related charges
6. Trading company income
7. Renewing the CMC's funding.

5.2.1 Profile raising and marketing

We aim to reverse the recent decline in visitor numbers to Tullie House, which has been in line with that of other major cultural attractions in Cumbria and the north-west. We intend, over two years, to claw our way back from the 221k visitors of 2012/13 to the 250k of two years earlier. Getting more people through the door generates income both directly and indirectly.

We have identified a series of initiatives to raise Tullie House's profile, some of which are within our own control while others – such as the key priority of improving signage to and within the Historic Quarter - will involve collaboration with other parties. Joint profile-raising, marketing and ticketing initiatives are being explored with our Cumbria Museums Consortium and Hadrian's Wall partners, the Council's Historic Quarter working group, Cumbria Tourism, major transport providers etc.

The website and social media are critical to profile- and awareness-raising. We shall be significantly raising our game here. Online ticketing is being introduced.

5.2.2 Increasing visitor spend per head

As mentioned previously, in March 2013 the Trust introduced a new admissions charging structure, which we plan to review shortly. We have no plans to increase entry charges again during the plan period, although we do intend to maximise the number of visitors who tie their entry payments to gift aid, which was introduced in mid-2012. The key, therefore, to increasing admissions income is through increasing the number of visitors, which depends, above all, on the excellence and attractiveness of how we display the permanent collections and the special exhibitions programme. The permanent collections will be addressed as part of the '20:20' redevelopment, the benefits of which lie beyond the timescale of this three-year plan. A major responsibility therefore rests on the exhibitions programme to generate new footfall and income over the next few years. As discussed in the previous section, our special exhibitions programme is under continuous review and improvement to appeal to as wide a range of audiences as possible.

We also plan to make more use of 'opportunistic' donations by making it as easy as possible for visitors to make a small donation at more 'moments' during their museum visit.

5.2.3 Fundraising

The Trust has developed a local fundraising strategy and launched a fundraising programme focusing initially on personal giving. The historic level of local gifts, legacies and endowments to Tullie House has not been high, and we see potential for increasing it. However we are conscious that many donors tie or restrict their donations to specific projects or initiatives, such as purchase of a new item for the collection or a construction of new gallery. It can be difficult to persuade individuals to part with money for core funding purposes such as payroll or overhead costs.

Apart from personal giving, we see local fundraising opportunities in:

- Corporate sponsorship, and
- Membership schemes.

5.2.3.1 Personal giving

Personal giving programmes focus on attracting gifts, legacies and endowments from individuals. This requires a long term-approach, often through intermediaries such as solicitors and accountants. It is unrealistic and can be counter-productive to expect potential donors to respond immediately to fundraising appeals, unless a specific opportunity presents itself (such as acquiring the Crosby Garrett Roman Helmet, although that, while very successful nationally, attracted a disappointingly small amount of local interest).

5.2.3.2 Corporate sponsorship

We see local corporate sponsorship as a potentially attractive area of income generation opportunity. Corporate donors can be attracted to sponsor specific events such as special exhibitions, specific developments such as the refurbishment of a gallery, or specific activities such as sponsoring an outreach initiative targeted on a specific high-priority group.

A corporate sponsorship programme will need to focus on business leaders, such as those we are involved with in the *Carlisle Story* initiative, with Tullie House as 'their' museum. As with personal giving, time and effort will need to be invested in researching potential corporate sponsors and developing personal relationships with them in order to understand their particular perspectives and requirements.

5.2.3.3 Membership schemes

We see membership schemes as an important way of building loyalty among individuals, families, groups and/or organisations. A typical membership scheme offers members certain benefits in return for an annual or lifetime membership subscription or (in the case of individuals or groups) for service as a volunteer. The benefits may include free or discounted entry charges and invitations to special events such as annual dinners or exhibition openings, which can be good social networking occasions. There may be tiers of membership each with its own subscription rate and benefits package.

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A serious fundraising programme will require investment in professional fundraising expertise, for which we are setting aside £40k p.a.

5.2.4 Strategic commissioning

This term refers to collaboration between individuals and organisations to provide user communities with services, typically but not necessarily public services, in the most efficient and effective way. An organisation such as Tullie House could be involved, under contract to external agencies, in delivering specific services within the 'commissioning cycle' where it has a comparative advantage. Tullie House is already engaged in forms of strategic commissioning, including our programmes for older people and activities with hard-to-reach groups. We think there are other opportunities to provide this kind of service – e.g. programmes targeted on children and young people, public health and healthier communities, older people and/or community safety.

5.2.5 Other museum-related charges

The Trust's core business is running a museum and art gallery, but we offer a lot of additional activities and services for visitors, only some of which we charge for. For example we charge for conferences, seminars, evening lectures, education visits by schools etc. but do not charge for family activities, lunchtime lectures and some talks.

We plan to review our charges for these activities and services, including our present charges for 'user group' schools (in order to ensure that a fair balance is struck between ensuring accessibility to schools and covering our costs). There may be some services that we should continue to provide without charge, for which we should encourage users to make a reasonable donation that reflects our costs.

5.2.6 Trading income

Commercial trading income currently represents about 14% of the Trust's total income of £1.4m. Growing commercial trading income is a potentially important way of increasing the Trust's generated funds. Our trading company board have been tasked with developing a new commercial trading strategy for submission to the Trustees. This is likely to include opportunities for broadening catering income through expanded corporate and other hospitality events, increasing retail sales taking account of opportunities for developing the retail space, and working across Cumbria with other retail outlets within the Cumbria Museums Consortium. Pending the approval of this strategy, commercial trading income for this plan has been budgeted on the basis of present policies, strategies and trends.

5.2.6.1 Catering

The catering at Tullie House is contracted out to a third party company (Elior) whose contract has recently been renewed for three years. The contractor's new targets include:

- Increased projected income over three years
- Capital investment in coffee and kitchen equipment
- Additional investment in marketing to increase events business, e.g. the annual Trust Dinner and special events
- An improved counter layout with enhanced visual merchandising

- Re-launch of the Sunday offer.

5.2.7 Renewing the CMC's funding

The critical importance of the Arts Council's Major Grants Funding to CMC for our access, education and outreach activities has been set out in Section 3. The current funding ends in March 2015. We plan, with our CMC partners, to apply for a further three years of funding under this programme; this application has to be submitted in early 2014. At this stage, for reasons of prudence, the three-year budget in Section 5 assumes that this funding will not be renewed.

5.3 Key premises issues

We now summarise the key premises issues raised by the business plan. The Trust currently uses four premises: the main Tullie House museum and art gallery premises; the Millennium Gallery; the first floor of Shaddon Mill; and the first and second floors of the Guildhall. We are also very keen to use Herbert Atkinson House, discussed below.

5.3.1 Herbert Atkinson House

The Trust has been in discussions with Carlisle City Council to occupy Herbert Atkinson House, which is adjacent to the main museum premises and is critical to our plans for developing Tullie House. In the short-term the Trust has identified two key projects involving Herbert Atkinson House that will help to further our *Cumbria 20:20* agenda:

- a natural history resource centre and
- a centre for the Cumbrian Museums Consortium

The natural history resource centre will integrate the natural history resources of Tullie House with those of the Cumbria Natural History Society and the Cumbria Biodiversity Centre (CBDC), making them more accessible to a wider audience. The gardens of Herbert Atkinson House could become an excellent 'outdoor classroom' for educational workshops. The CMC team would also be based in Herbert Atkinson House if our bid to extend the Arts Council's Major Project Museum is successful.

Looking further ahead, subject to planning consents, a new purpose-built accessible collections resource centre connected to the existing museum would be built on some of the land around Herbert Atkinson House. This would also include new public galleries.

Herbert Atkinson House is currently unoccupied. It would play a central role in our future plans. We have made financial provision (see Section 6 below) for the costs of getting the building ready for occupancy, and for its annual running costs, which we estimate at £30k p.a.

5.3.2 The main Tullie House premises – the Art Gallery

The main issue here is that the Panelock 400 display system, a series of moveable and flexible panels used in the Art Gallery for temporary displays, is now beyond its usable life and must be replaced; this was flagged in last year's business plan. There have recently been a number of 'near miss' incidents (several of these 'at height') which mean that we have no option but to invest in a replacement system as soon as possible. We have advised the City Council to this effect. The phasing

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of our special exhibitions programme provides a one-off opportunity to replace the system in January 2015. The capital cost would be just over £55k.

5.3.3 Shaddon Mill

The lease for Shaddon Mill, the main store for the museum's reserve archaeology and social history collections, ends in October 2016. As already discussed, our long-term aim is to create an on-site integrated accessible resource on the grounds of Herbert Atkinson House. In the meantime, we are searching for interim storage accommodation from 2016.

5.3.4 The Guildhall

The Guildhall has some serious structural problems so the City Council has advised that visitor numbers are restricted to 15 people at a time. There is a need to commission a Conservation Management Plan with a full assessment of this important Carlisle building, at an estimated cost of £7k.

6 BUDGET COMMENTARY

6.1 Introduction and key budget assumptions

As in the last two years, the Trust's three-year budget has been prepared in constant 2014/15 prices, i.e. price levels applying in the present year, referred to here as the 'baseline year'.

The key budget assumptions we have made are as follows:

- a. The Carlisle City Council grant will reduce by £250k from year 2 of the plan (2015/16).
- b. Visitor numbers will recover during the plan period from around 220,000 to around 250,000 p.a.
- c. Other income generation initiatives will yield the returns projected by the Trust's income generation working group, as summarised in the table below.
- d. Although the Cumbria Museums Consortium (CMC), of which the Trust is the lead partner, intends to apply for a renewal of its current Arts Council grant, which expires in March 2015, on grounds of prudence we have assumed that this will not happen.
- e. Similarly while the costs of making an application for HLF Stage 1 funding have been allowed for in 2014/15 (with a smaller allowance for making a second application in 2015/16), no upsides from a successful HLF application have been assumed in the later years of the plan.
- f. Herbert Atkinson House will have been leased by the Council to the Trust by the end of the baseline year, so the running costs of Herbert Atkinson House are included in all years of the plan.

Appendix C analyses income and expenditure across Tullie House, CBDC and the Arts Council-funded project and shows summary income and expenditure information including the funding requested from Carlisle City Council. As in previous years, it is the key income and expenditure lines that are presented at this stage; a detailed budget will be presented to the Trust Board for approval in March 2014. This approach enables Carlisle City Council to approve the overall business plan and its funding element, while the Trust sets its own budget to achieve the plan.

The Trust has identified a package of income generation initiatives and cost reduction options that will enable all of the £250k Council grant reduction to be absorbed. Although some cost reduction will be necessary, our strong preference is to do as much as possible through income generation. However time is required to build up income, particularly from new sources, and at this stage we consider it unlikely that it will be possible to absorb all of the grant reduction in the first year (2015/16) without cutting deeper into our cost base than will be required once income generation has built up. Therefore we are budgeting a deficit of £50k in 2015/16, and a deficit of £20k in 2016/17 which will be funded from the Trust's free reserves. We envisage a break-even in the following year, 2017/18.

Business Plan 2014/15 to 2016/17**6.2 Income**

Excluding the Council's funding, we are budgeting for an increase in sponsorship and grants as a result of engaging a professional fundraiser whose activities have been assumed to generate additional income as follows:

Summary of proposed income increases from activities of new Fundraiser:

2014/15	£73k
2015/16	£111k
2016/17	£144k

6.3 Expenditure

The following cost increases are projected over and above what was put in the Trust's baseline year budget as approved in March 2013:

Summary of projected annual cost increases	<u>2014/15</u> £k	<u>2015/16</u> £k	<u>2016/17</u> £k
Herbert Atkinson House ¹	10	10	10
Redundancy cost for CMC staff	10	0	0
Development plan bid cost ²	80	25	0
Panelock system	0	2	5
ICT developments	5	5	5
Fundraiser	40	40	40
Utilities ³	3	4	5
Total	68	141	65
Notes: 1. Excludes £20k already included for Herbert Atkinson House running costs 2. Development plan HLF bid costs to be funded through the Trust's Reserves 3. Allowance for utility cost increases in excess of inflation adjustment to core grant			

6.3.1 Payroll

We plan to engage the new fundraiser before 1st April 2014, for which an allowance of £40k p.a. has been made.

General pay increases have been excluded as they will be funded by the Council under a contractually-agreed formula as and when they occur.

A resignation in the management team will allow a restructure to take place and a saving of £25k p.a. from 2014/15 has been built into the budgets.

6.3.2 Utilities

Utilities costs are assumed to increase in 2014/15, 2015/16 and 2016/17 with the additional costs associated with Herbert Atkinson House. Moreover, general utility prices have been assumed to rise faster than CPI.

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6.3.3 Consumables

A general reduction in total consumable budgets of £10k p.a. has been factored in.

6.3.4 Central services

The Trust plans to tender the central services currently provided by the City Council, with an envisaged start date of 1st April 2015. These comprise IT, HR, payroll, building maintenance and health & safety. We have assumed a gross saving of £20k p.a. from 2015/16.

Under the terms of our agreement with the Council the savings are split equally between the Trust and the Council, which reduces the net saving to the Trust by 50 per cent. Therefore the budget assumes a cost saving of £10k p.a. from 2015/16. We would like to explore with the Council whether the Council's share of this saving could be applied to reducing the cut in its grant by £10k, to £240k.

6.3.5 Special exhibitions

The Trust has always subsidised certain exhibitions from its own resources. In the current year (2013/14) this subsidy will amount to £45k. Due to the long lead-times required to mount special exhibitions, the Trust plans to keep a similar level of subsidy in place for 2014/15. However the budget assumes that from 2015/16 the annual subsidy will be reduced to £20k, with a consequential cost saving of £25k p.a. - this lower subsidy is considered the minimum necessary to enable us to continue to attract match funding from grant-making bodies after allowing for a realistic increase in exhibitions entrance income. (This would not prevent the Trustees, in exceptional circumstances, from using the Reserves to help fund a particularly important exhibition if deemed appropriate at the time.)

6.3.6 Marketing and maintenance

We also propose to reduce both the marketing and the equipment, purchase and maintenance budgets from 2015/16. The marketing budget will be reduced by £15k to provide a revised budget of £48k. This will require a review of promotional advertising and literature. In addition we will reduce the equipment, purchase and maintenance budget by £10k in 2015/16, which will require a review of the frequency of the maintenance provision within Tullie House.

6.3.7 Future savings

The working group has identified a number of options for using technology to generate future cost savings. Work on this is at an early stage but the indications are that a net annual saving of £50k from April 2015 should be included in the budget. This has been done. Further work remains to be done on this, with consultations with key partners and others needing to be undertaken at the appropriate time. At this stage a range of options are being worked on and over the next 12 months a detailed plan will be drawn up.

6.4 Budget: conclusion

The proposed three-year funding plan follows Carlisle City Council's guidelines by keeping the funding requirement at its previously agreed level for 2014/15 and then implementing the required reduction of £250k in core funding from 2015/16, with a prudent use of the Trust's Reserves in 2015/16 to allow time for the build up of new income generation (combined with a package of cost saving measures) to return the Trust to break-even in 2017/18.

Business Plan 2014/15 to 2016/17

As happened in March 2013 for the Trust's 2013/14 budget, in March 2014 the Trust Board will approve a detailed budget for 2014/15 consistent with the plans set out in this document.

The income and expenditure arising from the Arts Council's current grant to Cumbria Museums Consortium has been included in the budget. The large drop in Arts Council-related income and expenditure projected from 2015/16 assumes that this major Arts Council project will end in March 2015, although it is the firm intention of the consortium members to apply for a three-year extension to the Arts Council grant.

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Business Plan 2014/15 to 2016/17

LIST OF APPENDICES

Appendix A - Extract from the Partnership & Funding Agreement and Carlisle City Council Performance Monitoring

Appendix B - Exhibitions and Events Programme

Appendix C - Tullie House Museum and Art Gallery Trust - Proposed budget 2014/15 to 2016/17

Appendix D - Unrestricted Reserves, capital expenditure and cash

DRAFT

*Appendix A -Extract from the Partnership & Funding Agreement and Carlisle City Council
Performance Monitoring*

(Reproduced from the Partnership & Funding Agreement between Carlisle City Council and Tullie House Museum and Art Gallery Trust, 5th May 2011)

- 5.4. In order to provide MT with a secure and stable basis for medium-term planning, the parties agree that starting in 2012/13 the Core Funding will be approved by Carlisle through a systematic and collaborative process on a three-year rolling basis against a Business Plan submitted by MT to Carlisle not later than 31 October each financial year which the parties shall use their best endeavours to agree by no later than 31 December each financial year.
- 5.5. Core Funding for 2012/13, 2013/14 and 2014/15 will be agreed through a Business Plan submitted by MT to Carlisle not later than 31 October 2011 and Core Funding for 2015/16 will be agreed through a Business Plan which covers the period 2013/14 to 2015/16 submitted by MT to Carlisle not later than 31 October 2012.
- 5.6. Each year thereafter Core Funding for the third subsequent financial year will be agreed through a Business Plan following the above process (Core Funding for the first and second subsequent financial years already having been agreed through the previous Business Plan following the above process).
- 5.12. Without prejudice to the generality of the provisions of clauses 5, 7 and 10 Core Funding will be subject to annual uplift on 1st April each year for:
 - 5.12.1. salary inflation based on the percentage increase in the NJC Local Government pay award; and
 - 5.12.2. all supplies and services and including all MT income (but excluding grant) and NNDR based on the previous year's Consumer Price Index (C.P.I) at September each year.

6. CONTENT OF BUSINESS PLANS

- 6.5. The Business Plan shall (amongst other things) specify in respect of the relevant period:
 - 6.5.1. MT's overall vision, purpose, key objectives and strategy for achieving them;
 - 6.5.2. key development and investment plans and their financial implications;
 - 6.5.3. MT's management and operating plans for the Museum and the Collection and maintenance plans for the Collection, reflecting the priorities agreed by the parties from time to time;
 - 6.5.4. developments proposed to MT's organisation, staffing arrangements and operating policies;
 - 6.5.5. projected income (both expected from Carlisle and other sources), revenue expenditure and capital expenditure for the next three financial years, including MT's assessment of any risk of fluctuation of the cost of performing its obligations under this Agreement and its proposals for managing such risks;

Business Plan 2014/15 to 2016/17

- 6.5.6. the Core Funding which MT assesses it requires to be provided by Carlisle for each of the next three financial years with an explanation of the expenditure of MT for which the Core Funding is required;
- 6.5.7. the key performance indicators and other relevant targets against which MT will report in accordance with clause 9; and
- 6.5.8. such other information as Carlisle may reasonably require from time to time (which will be specified with reasonable advance notice).

Carlisle City Council Performance Monitoring

Customer

- 1) All in-person visits to TH (target 242k)
- 2) Visitors to all galleries
- 3) Proportion of 3) who are from 'Out of City' (non TH card holders)
- 4) No. visits to website
- 5) No. children visits (outreach and school pupils)
- 6) No of people taking part in learning activities broken down by subcategories of:
 - Visitors to Galleries
 - Curatorial Enquiries
 - Loans Boxes
 - Guildhall visitors
 - Website Users
 - Community and Schools outreach
 - Under 5's Education sessions
 - Internal Workshops and Events
 - Pupil Count
- 7) Monitoring of usage by protected characteristics, geography (*BP P3 table*) and economic segmentation (*BP P3 final para*)
- 8) Customer satisfaction

Above two are annual measures with data compiled via a customer survey conducted with the assistance of CCC plus use of ACE survey

Business Plan 2014/15 to 2016/17

Finance and Economic Benefits

- 1) Additional funding gained in excess of Council funding
- 2) Volunteer hours worked
- 3) Local economic value of volunteer work

City Council Finance Team to provide quarterly statement in advance of performance meeting

Organisational development

- 1) No. FTE employees
- 2) No. employees – headcount
- 3) Health and safety incidents reportable to the HSE.

Risk register to be reported by major exception.

Appendix B-Exhibition and Events Programme

Temporary Exhibitions		
15 February – 1 June 2014	The Mechanical Circus	<p>At the entrance to Tullie House there is a large moving sculpture called 'The Flying Reiver' by artist, Keith Newstead. This automaton is hugely popular with family visitors and has inspired Tullie House to host the major popular exhibition, 'The Mechanical Circus'. Displayed in a fairground atmosphere the exhibition presents a wonderful combination of the marvellous, hilarious and at times hair-raising mechanical pieces of the Cabaret Mechanical Theatre and the scientific tricks, toys and spectacular experiments of the Museum Boerhaave – the Netherlands' state museum of science and medicine. This will be a national premier for this innovative exhibition as it has never been shown in the UK before. Celebrating a vibrant legacy, the 40 automata of Cabaret Mechanical Theatre combine the humour, drama and wonder of the circus with a satirical take on the Victorian fondness for mechanics and technology. Simply push the buttons to make the automatons come alive. CMT's automata are displayed alongside physics games and curiosities from Museum Boerhaave's historical collections.</p>

Temporary Exhibitions		
15 March – 15 June 2014	Martin Greenland	<p>Tullie House is pleased to host this solo exhibition of work by Martin Greenland, the 2006 first prize winner of John Moores 24. Born and brought up in Yorkshire and now living and working in the Lake District, Martin Greenland is an explorer of the landscape – both real and invented. In his paintings he explores the illusion of landscapes made by the tactile breadth of oil paint. Martin does not utilize photographs in his work nor does he paint while observing nature directly. His are not sentimental landscapes, Martin’s paintings are about inventing a landscape that has never been seen, creating a delicate balance between appreciating the physical beauty, the technical craft of paint and the concept; subjugating the paint to make it do the job of creating the illusion to carry the meaning behind the imagery. Martin boldly states, "It may seem futile to make the works seem as though they have been observed or taken from photographs, but inventing gives the work reason for existence – what is shown exists only within these painted illusions..."</p>

Temporary Exhibitions		
14 June – 14 Sept 2014	Richard Slee: Mutability (Working Title)	<p>As one of Britain's most important contemporary ceramic artists, Richard Slee (born in Carlisle) attempts to challenge every conventional notion in ceramic art, transcending its utilitarian roots, whilst also sidestepping the self-indulgent aspects of the studio tradition that became ubiquitous in the late twentieth century. His works lie in contemporary debate and reference the current positioning of material specialisations within visual creativity. For Slee, the objects he produces are intrinsically about the domestic interior and a love for the 'great indoors'. There are fabricated references in the work to the decorative, the ornamental and the symbolic both from past histories and within contemporary culture. These sources, often eclectic, are brought together to explore new meanings and dramas. For now they are resolved since the medium of ceramics permanently fixes them, but, as always, the drama of meaning is contingent and fluid. The most recent themes of futility and ridicule persist. This exhibition, which includes a recorded interview with Slee, will survey his output over the last ten years. Increasingly he has incorporated other non-ceramic materials and the found object in works made as well as exploring other specialist media as enamel on metal and hot glass. This survey will include examples of these interests as well as new works made for this exhibition.</p>

Temporary Exhibitions		
18 June – 5 Oct 2014	Worn to Be Wild	<p>A touring exhibition of 17 theatrical costumes, with headdresses and accessories, designed and created by Kate Plumtree, costume maker and textile artist. The collection is inspired by British wild birds and mammals, combined with the evolution of period dress from medieval to the present, each costume representing an individual species and a specific era of fashion. In addition to observing the creatures' physical elements such as structure, pattern and texture, the design process included research into their habitation and behaviour. This helped to determine which period style would best suit each species, as well as providing locations and concepts for the photographs.</p> <p>Key Features:</p> <ul style="list-style-type: none"> • Family friendly and interactive, accessible to all visitors of both genders and all ages including those with visual impairment. Highly appropriate for young people and students • Educational on a variety of levels: history of fashion and style, wildlife and natural history, costume design and construction of period to modern dress • Strong interplay of structure, colour, pattern and texture, ensuring an exciting sensory experience and stunning visual displays

Temporary Exhibitions		
4 October 2014 - 11 January 2015	War Games	<p>This exhibition will explore the many fascinating, and often surprising, relationships that exists between, on the one hand, war and conflict and, on the other, children's toys and play.</p> <p>War and conflict has been a part of toys and games for centuries. Using objects from the prestigious V&A Museum of Childhood collection, together with loans from other major national and international institutions, this exhibition will illustrate the diverse ways that play and toys recreate and represent warfare. The dramatic, but lesser-known, impact and influences that war has had on children's play will be revealed, as will the vital role that Britain's toy manufacturers played in the war effort. The exhibition will also delve into the 'secret history' of toys used as tools of war and espionage.</p> <p>This thought-provoking exhibition will feature toy soldiers and action figures; toy weapons and 'anti-war' toys; board and computer games; archive documents; and a broad range of powerful visual material, including photographs, packaging and advertising material.</p>
7 Feb - 5 June 2015	Artists Rooms: Anselm Kiefer	<p>ARTIST ROOMS was donated jointly to National Galleries of Scotland (NGS) and Tate by Anthony d'Offay in 2008 and acquired with support from the National Heritage Memorial Fund, the Art Fund and Scottish and British Governments. In founding the collection, Anthony d'Offay's vision for ARTIST ROOMS was that great modern and contemporary art would be available to audiences nationwide, especially young people who are central to the ongoing programme. Tullie House will be showing the work of Anselm Kiefer. A key figure in European post-war culture, Anselm Kiefer's art derives from his great awareness of history, theology, mythology, literature and philosophy, and his exploration of a range of materials such as lead, concrete, straw, clay, flowers and seeds.</p>

Temporary Exhibitions		
Summer 2015	Viking Guide to Deadly Dragons (TBC)	Tullie House is in discussion with Seven Stories to acquire the popular exhibition based on Cressida Cowell's popular <i>How To Train Your Dragon</i> series. The exhibition, aimed at children, will transport visitors back in time to a fictional Dark Ages period, to a world where Vikings ruled and dragons roamed. The exhibition will allow visitors to explore the wild dragon cliffs, sail on a Viking boat, and share epic yarns in a Great Hall. Visitors will also see how Cressida's series has been made into the popular <i>How To Train Your Dragon</i> DreamWorks film animation.
Autumn 2015	Death: A Self Portrait (TBC)	Assembled by Richard Harris, a former antique print dealer based in Chicago, the collection is spectacularly diverse, including art works, historical artefacts, scientific specimens and ephemera from across the world. Rare prints by Rembrandt, Dürer and Goya are displayed alongside anatomical drawings, war art and antique metamorphic postcards; human remains will be juxtaposed with Renaissance <i>vanitas</i> paintings and twentieth century installations celebrating Mexico's Day of the Dead. From a group of ancient Incan skulls, to a spectacular chandelier made of 3000 plaster-cast bones by British artist Jodie Carey, this singular collection, by turns disturbing, macabre and moving, opens a window upon our enduring desire to make peace with death.

Temporary Exhibitions		
Feb – May 2016	Roman Parade Armour (dispersed Hadrian's Wall exhibition)	<p>The sites and museums across Hadrian's Wall provide an impressive range of evidence about the cavalry regiments, their equipment, barracks, distribution etc. A dispersed exhibition would allow each participating site or museum to contribute part of the story of Roman cavalry according to the information/evidence/site/facilities/opportunity available to them. The partner museums can participate simultaneously, creating a Wall-wide exhibition with visitors encouraged to visit all the participating sites. Those locations with space available might put on a significant temporary exhibition focusing on particular themes or elements. Others might simply 'point' visitors to key objects within their displays/collections that illustrate the exhibition themes.</p> <p>Where key information is missing and /or to enhance the overall impact of the exhibition and to encourage visiting, loans might be sought. For instance each participating location might display a Roman Cavalry helmet. This would provide a major promotional hook, give a clear link between all those participating and encourage visitors to visit all the participating museums to see all the different helmets.</p>
Summer 2016	Children's Film and Television (TBC)	<p>Children's Film and Television is a celebration and exploration of British children's television and films from the 1950s to the present day. The exhibition follows British children's film and television through the decades. Each section of the exhibition is object rich, ranging from on screen production items and props, through to scripts and other material relating to the making of films and programmes. It also includes the huge number of spin-off toys, games and books that have been produced alongside films and programmes. The interpretation gives an overview of the main developments and the iconic productions of each decade</p>

Temporary Exhibitions		
Autumn / Winter 2016	Carlisle at War	Carlisle's war experiences told during the years 1914-1918 and Carlisle's peoples war experience of 2014. The exhibition would comprise: The Quintinshill Rail Crash: The Worst in British Rail History; HM Gretna: anti-social behaviour and the coming of Central Control Board, Carlisle hospitals and a case study of Auxilliary Nurse Jean Johnstone, Carlisle men at War on Land and Sea, Carlisle's war machine – Wartime industry – Munitions Factories, Cowans Sheldon, Hudson Scott, Morton Sundour etc, the end of the Dandy service, the City Cinema and entertainment, Royal and Presidential Visits (King George V and President Woodrow Wilson), the Empowerment of Working Women: Case Study- Election of Carlisle's first female councillor Eliza Buchanan and the Opening of Kingmoor Nature Reserve 1914
Summer 2017	China?	Possible collaborative exhibition with the Xuzhou Museum in China
Autumn 2017	International Landscapes (TBC)	Possible collaborative exhibition with the British Museum's Department of Prints and Drawings
2018	Art Along the Wall (TBC)	A major exhibition on the art work of Hadrian's Wall

Temporary Exhibitions		
May to September 2018	A Day in the Life of the River Eden (Eden Rivers Trust)	This exhibition will be the culmination of the five year, HLF funded Cherish Eden Project, delivered in partnership with the Eden Rivers Trust . The exhibition will use mixed media to increase awareness and understanding of the river, and river related (natural, built and cultural) heritage of the catchment through providing a cultural experience that animates and interprets the heritage for new audiences. The key message of the exhibition will be 'that people (you and me) have impacted on this river and negatively affected its health . . . but before you shrug your shoulders and give up, many good things are happening (like this project) to restore the river to the health that it deserves'. The exhibition will contain natural history specimens, archaeology materials, social history artefacts and artworks from the Tullie House collection together with artwork, documentaries and oral history interviews created during the duration of the project.
2014	Ideas Incubator	2014 will also see the launch of the exciting new <i>Ideas Incubator</i> – a flexible audience led approach to programming and interpretation in the museum's Exhibition Gallery, which will pilot ideas for engagement to support the Cumbria 20:20 Museum interpretation strategy.

Events		
Ongoing	School workshops	Combination of special event weeks and bookable on demand workshops for foundation stage, KS1 – 5, FE and HE students
Ongoing	Memorable Afternoons	Object-based reminiscence sessions for adults with dementia or memory problems. Bookable on demand.
Ongoing (until April 2015)	Student response competitions	Competitions to encourage student responses to the Natasha Daintree, Martin Greenland and Richard Slee exhibitions
Weekly	Monday Alternative	Continuation of the museum's popular weekly alternative film screenings featuring the best of Independent and World Cinema
Weekly (September – May)	Family Friendly Sundays	Funding dependent post March 2015 Family friendly activities and object handling sessions in the Border Galleries
Monthly	Lunchtime Lecture Programme	Continuation of the museum's popular monthly lunchtime talks
Monthly	Saturday Session	TBC – dependent on success of pilot programme. Series of adult art and craft workshops inspired by the collection and temporary exhibition programme
Monthly	Thursday Talks	Series of illustrated talks and curator-led tours inspired by the collection and temporary exhibition programme
Monthly from April 2014 – March 2015	Community Textiles Group	Monthly meeting covering a diverse range of crafts and textiles activities.
Six week blocks from April 2014	Life Drawing Classes	A series of taught and untaught life-drawing sessions which use the Pre-Raphaelite art collection for inspiration
March / April (annual)	Easter Holiday Family Activities	Family friendly drop in sessions and bookable workshops
April (annual)	Slow Art Day	As part of the international event, Slow Art Day, Tullie House will host a curator-led visual art discussion focused on the permanent fine art collection.
May (annual)	Museums at Night	Evening event linked to national festival of after-hours cultural events at museums, galleries and heritage sites
May / June	May Half Term Holiday	Family friendly drop in sessions and bookable workshops

Events		
(annual)	Family Activities	
June	Bioblitz	CBDC led 24-hour outreach session to record as much wildlife as possible, combined with guided walks, displays, demonstrations and activities.
July (annual)	Festival of British Archaeology	Series of adult talks and family workshops in support of the national Festival of British Archaeology Week
July / August (annual)	Summer Holiday Family Activities	Family friendly drop in sessions and bookable workshops
August (annual)	Victorian Summer Fair	Traditional summer fair activities for families
September (annual)	University of Cumbria Fresher's Fair	Annual attendance at the University of Cumbria's Fresher's Fair
September 2014	C-Art 20x20 talks	Series of illustrated talks on contemporary art in support of Cumbria-wide open studio event
October (annual)	October Half Term Holiday Family Activities	Family friendly drop in sessions and bookable workshops
October (annual)	Big Draw and Family Arts Week	Weekend of family friendly drop in sessions and bookable workshops linked to the national Big Draw and Family Arts Week events
October (annual)	Cumbria Wildlife Recorders' Conference	One day conference for anyone working with or interested in Cumbrian nature. Coordinated by CBDC
November 2015	Living Wall Conference 2	TBC dependent on success of 2014 conference. An second conference to explore the relationships and differences between UNESCO World Heritage sites and living frontiers
November (annual)	Takeover Day	Student placement programme as part of the national campaign by 'Kids in Museums' aiming to promote the involvement of young people in the cultural sector
November (annual)	Learning Outside the Classroom	An event to encourage the University of Cumbria student history teachers to use museum facilities and resources

Events		
December (annual)	Christmas Fun Day	Christmas-themed family event
December (annual)	Christmas Alternative Film Screening	Christmas film double bill and supper
February (annual)	February Half Term Holiday Family Activities	Family friendly drop in sessions and bookable workshops
March (annual)	National Science Week Events	A series of family sessions, adult talks and school workshops to celebrate National Science Week (2014 events delivered in partnership the University of Lancaster to engage visitors with the Mechanical Circus exhibition

Appendix C - Tullie House Museum and Art Gallery Trust - Proposed budget 2014/15 to 2016/17

£ thousand, in constant 2013/14 prices		Baseline Year	Plan Year			% Increase Year 3 over Baseline
		2013/14	Year 1 - 2014/15	Year 2 - 2015/16	Year 3 - 2016/17	
		Budget £k	Draft budget £k	Draft budget £k	Draft budget £k	
Income	Tullie House Trust	1,831	1,848	1,566	1,605	-12.4%
	Of which:					
	Carlisle City Council grant	1,232	1,232	982	982	-20.3%
	Carlisle City Council central services	99	102	0	0	
	Generated income	500	514	574	613	22.6%
	Arts Council England (ACE) CMC grant	589	582	0	0	-100.0%
	Cumbria Biodiversity Data Centre (CBDC)	89	93	97	101	13.7%
	Total income	2,509	2,522	1,663	1,706	-32.0%
Expenditure	Payroll:	1,267	1,296	945	947	-25.2%
	Of which:					
	Tullie House Trust-funded	916	941	881	881	-3.8%
	ACE funded	290	293	0	0	-100.0%
	CBDC funded	61	62	64	66	8.6%
	Utilities (all Tullie House Trust-funded)	159	162	166	171	7.5%
	Other Costs:	1,082	1,125	626	604	-44.2%
	Of which:					
	Tullie House Trust-funded	680	648	595	598	-12.1%
	Carlisle City Council central services	99	102	0	0	
	Development plan costs	0	80	25	0	0.0%
	Total expenditure:	2,508	2,583	1,737	1,722	-31.3%
Surplus/(Deficit) - (All attributable to Tullie House Trust)		2	-60	-74	-16	
To be funded from Reserves		-	80	75	20	
Unrestricted Reserves - Expected balance at Year-end		508	448	373	353	

Appendix D– Unrestricted Reserves, capital expenditure and cash

1. Tullie House Museum and Art Gallery Trust – summary of Reserves position

The Trust carried forward the following reserves at 31st March 2013:

Restricted Reserves	£217k
Designated Reserves	£83k
Unrestricted Reserves	£506k
Total	£806k

2. Effect of business plan projections on Unrestricted Reserves

Unrestricted Reserves – opening balance at March 2014
£508k

Surplus generated March 2015 £20K

Planned use of reserves in:

Baseline Year (2013/14)
£nil

Year 1 (2014/15):

Development plan £80k

Year 2 (2015/16):

Development plan £25k

Year 3 (2016/17)

Excess of other costs over income £20k

Unrestricted Reserves – closing balance at March 2017 £353k

Note: The Trust's policy is to hold unrestricted reserves of £300k.

Business Plan 2014/15 to 2016/17

3. Major capital expenditure

The business plan assumes three major capital projects in the next three years:

2014/15 - replacement of ageing IT equipment	£50K
2015/16 - new Panelock system	£55K
2015/16 -cost saving technology (provisional estimate)	£150K

4. Cash Position

At 30thSept 2013 the Trust had a consolidated cash balance of £1.05m invested in a series of interest bearing accounts. This reflects the fact that both the Council and the Arts Council's grants are paid quarterly in advance and reserve transfers in May 2011.

Taking into account proposed capital expenditure and the planned calls on the reserves, the Trust expects to maintain a strong positive cash position during the 3-year period of the business plan.

Report to Executive

Agenda
Item:

A.4

Meeting Date: 18th November 2013
Portfolio: Culture, Health, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref:KD
Within Policy and
Budget Framework YES
Public / Private Public

Title: CARLISLE SPORTS & PHYSICAL ACTIVITY STRATEGY
Report of: The Deputy Chief Executive
Report Number: SD 08/13

Purpose / Summary:

The purpose of this report is to present the City Council's overall Sports and Physical Activity Strategy for 2013 – 17 for approval and adoption by Its Executive Committee.

The Sports and Physical Activity Strategy (Appendix A) proposes the City Council's vision for Carlisle to become more active, healthy and successful by creating opportunities and overcoming barriers to take part in sport and physical activity. The Sport and Physical Activity Strategy is underpinned by and dependent on specific work around the provision of indoor and outdoor facilities and pitches.

The Carlisle Sports Facilities Strategy 2013-23 (Appendix B) proposes a framework for the development of indoor facilities across the city to successfully support and enable the Sport and Physical Activity Strategy. The Carlisle Sports Facilities Strategy 2013-23 is therefore also included in this report for approval and adoption by Carlisle City Council's Executive.

While the two documents are stand alone texts, they are co-dependent and together form a platform for an integrated sports development, participation and investment programme in future years. There is a third element of the Sports Development Strategic Framework

which is a Playing Pitch Strategy (outlining the development needs and provision of outdoor pitches and facilities across Carlisle over the same period), This is currently also in draft format but is currently subject to final consultation with Sport England (who have offered some strategic planning related lessons learned from other authorities and are keen to offer this advice in direct relation to Carlisle's playing pitch strategy). The finalised Playing Pitch Strategy will be brought to Executive as soon as this advice has been reviewed.

Recommendations:

It is recommended that Executive consider the proposals arising from both the attached Carlisle Sports and Physical Activity Strategy and the Sports Facility Strategy and seek the views of the Community Overview and Scrutiny Panel on these plans.

Tracking

Executive:	15th January 2013
Overview and Scrutiny:	9th January 2013
Council:	

1. BACKGROUND

- 1.1** The Sport and Physical Activity Strategy has been developed in consultation with partners and key stakeholders across the city. Its aim is to propose an overall vision for Carlisle to become more active, healthy and successful by creating opportunities and overcoming barriers to take part in sport and physical activity. It is necessary in order to focus existing Council resources on areas of greatest need; bring partners together and align resources towards shared and explicit objectives; and to support applications for external grant funding by demonstrating a clear strategy for sports development over the coming years.

However, any Sports Development Strategy is clearly dependent on the availability of and access to adequate and appropriate facilities and venues. The City Council and its partners commissioned Kavanagh, Knight & Page (KKP) to undertake a current and future needs assessment of sports facilities. By assessing current and future supply of, and demand for, sports facilities in Carlisle, options for the type and location of new schemes can be considered and a facility development plan could be formulated.

KKP has submitted its final report on the needs-assessment and has supported work with the council and its partners to develop a Sports Facilities Strategy. Both the assessment of need and subsequent Facilities Strategy is centred on three types of facility: sports halls, swimming pools and health & fitness.

2. PROPOSALS

2.1 Sports and Physical Activity Strategy

2.1.1 Objectives

The Sport and Physical Activity Strategy breaks the City Council and its partners ambitions down into a series of clear objectives. Explicitly these are:

- Working in partnership, provide and promote high quality opportunities for adults of all abilities to become involved in sport and physical activity on a regular basis.
- Working in partnership facilitate opportunities for children and young people of all abilities to become involved in sport and physical activity on a regular basis.

- To provide and promote high quality and safe opportunities for all Carlisle residents especially disabled, socially excluded or under represented groups.
- To support talented performers and assist them to reach their personal dreams and goals.
- To support the ongoing development of coaching and volunteering capacity within the sport and physical activity sector in Carlisle.
- To encourage access to a range of quality places in Carlisle to play sport and take part in physical activity.
- To maintain and develop the culture of working in partnership that delivers on its promises to local communities and funding bodies.

2.1.2 Anticipated Costs / Key Issues

The proposed Sports and Physical Activity Strategy does not make any new direct budgetary demands on the City Council (above and beyond the budgetary implications of the supporting Sports Facilities Strategy which are detailed in the next section of this report). However it does provide a clear framework for the Council to prioritise and allocate the direct and indirect resources it commits to sports development in the coming years. It also documents shared objectives which allow partners to align resources and maximise all available resource across Carlisle. Crucially it provides a clear vision for Sports Development across Carlisle which is critical in accessing external funding and grant support.

2.2 Sports Facility Strategy

2.2.1 Facilities

Sports Halls - Carlisle is achieving lower levels of supply which cannot meet demand and which will be exacerbated further in 2013 and 2023 given the predicted increase in the population. Due to the dual use of the Sands Centre as a sports hall and an Arts and Entertainment centre, there is a shortage of consistently-available space in the sports hall. This has a detrimental affect on other sports halls in Carlisle as these are constantly full due to the lack of space available across Carlisle. Longer-term participation rates in sport are also affected and in turn will hinder the delivery of the Carlisle Sport and Physical Activity strategy. There is a demonstrable need for an additional sports hall in Carlisle.

Swimming Pools - Although the study highlights that supply is currently meeting demand, there are issues relating to the level of pool space which is available for community use. A further consideration is the level of quality of the swimming pool

provision in Carlisle, with KKP's report highlighting the unwelcoming and dated nature of The Pools, which reduces demand. There are also concerns about the quality of three other key pools in the district: Richard Rose Morton, Richard Rose Central Academy and Trinity. There is therefore a demonstrable need for a new 8 lane swimming pool alongside a smaller teaching pool.

Health & Fitness - Although the current fitness offer in Carlisle meets with demand, the majority of this provision is in the private sector. KKP's study identifies that more needs to be done to meet the needs of some of the more deprived communities, and to improve the quality of fitness provision in the district. Improving the facilities for group fitness programmes (such as aerobics) help to both increase income and drive up sport participation rates. There is a need to improve the current health & fitness offer in the district.

Playing Pitches - There is demand for the development of at least one 3G football pitch in Carlisle and possibly two in a phased approach. The development of one or more 3G football pitches in Carlisle would allow for organised sports games to be played along with new formats of football at junior level. This approach will take the pressure off over-used playing pitches and allow local Sports clubs to develop and expand. It will also free up current sports hall space currently being used for five-a-side football, which should allow other sports the space and capacity to develop.

2.2.2 Location

A three-pronged approach should be taken to provision of sports facilities in Carlisle, with a clear focus on a 'flagship' facility at the Sands Centre complimented by significant facility development at Harraby and tertiary core developments as part of the overall offer. This will meet the local identified need in the city and will be integral to a City-wide offer.

The Sands Centre - A new swimming pool, a new sports hall and an improved health & fitness offer is best located at the Sands Centre. Provision here maximises both existing infrastructure and the opportunities for business development, mitigating initial capital costs and presenting opportunities to reduce revenue cost. Other reasons for locating new facilities at the Sands Centre include:

- The Sands Centre is already the recognised 'flagship' facility in Carlisle.
- The Sands Centre is well located in the city centre.
- A significant level of infrastructure, such as car parking, already exists.

- A management and staffing structure would not have to be duplicated (this is estimated to save £150,000 p/a on revenue staffing costs, compared to locating the development at Morton).
- It presents innovative pricing and cross-selling opportunities, combining both the swimming pool and fitness offer. For example, female participation rates are based on swimming and fitness; combining the offer provides chances to increase income.
- It provides the opportunity to link with the College and University. Both could become anchored tenants, utilising facilities during the day (off-peak hours). By providing teaching and learning opportunities at the Sands Centre, the Sands Centre could become a sporting hub for both the University and the College; effectively providing 'the student experience at the Sands Centre'.

Harraby - Harraby should be the priority site for a 3G football pitch. Football pens (smaller pens) can be utilised to increase the financial viability, and long-term sustainability, of the scheme. Improvements should also be made to the existing sports hall, and the changing rooms should be improved to allocate for the extra provision of football on the site. The development of the site should be based on a multi-sport approach, with engagement with local clubs and governing bodies of sport.

New	Sands Leisure Centre	Harraby Leisure Centre	Tertiary
	8 lane pool	3G Astro Turf Pitch	3G Astro Turf Pitch
	large teaching pool	4 smaller 3G Astro Turf Pitch football pens	1km Closed Road
	Sports Hall		Cricket Centre
			Gymnastics Centre
Upgrade / Refurbishment	100 station fitness	Changing facilities	30 station fitness
	Dedicated Arts and Entertainments hall	Sports Hall	swimming pool
Budget cost	£8.5- 9.0 million	£1.6 million	£5-6 million

Tertiary Facility Development - Provision should focus on the development of sport and recreation facilities, which could include a 1km closed road cycle track, a cricket centre and a gymnastics centre. Improvements or rationalisation to smaller

education owned pools should also be considered as part of the wider sports strategy. This is likely to be a phased development in partnership with governing bodies of sport and education providers. At least one further 3G football pitch should also be considered, should the funding opportunity arise along with opportunities for active family recreation.

2.2.3 Anticipated Costs

Consultation with key partners, including a KKP-affiliated architect, has provided information on provisional costings for sports facilities in Carlisle.

2.2.4 Key Issues

Funding - If the City Council accepts the recommendation to develop a further sports hall at the Sands Centre, alongside a new swimming pool and improved health and fitness facilities, there will be a funding gap between the capital cost of such a scheme and the capital allotted in the City Council's 2015/16 capital budget.

There is a need and opportunity to secure financial support from partners to support the capital development of the scheme. Conversations have been held with the University of Cumbria, Carlisle College and the Richard Rose Trust regarding joint-working to bring a scheme forward. However, it should be noted that financial contributions from partners are most likely to come in the form of medium / longer term revenue commitments via block booking or usage contracts with Carlisle City Council or its leisure contractor. This could be used to offset the costs of additional capital funding from the City Council.

Though supportive of the City Council's plans, all partners have outlined that, before agreeing to consider contributing to the development of any scheme, there is a need for a firm commitment and vision from the City Council on its plans for new sports facilities.

Carlisle is a priority area for Sport England, and therefore opportunities may exist for capital funding from Sport England and support from some National Governing Bodies (NGBs). Opportunities to utilise internal budgets to contribute to the development of new sports facilities have been explored, and funding and/or support from the health sector would also be sought to mitigate costs and develop a comprehensive public health and fitness offer for local residents.

Finally, there is a clear need to explore the opportunities to offset capital commitment to the project through recurring revenue savings on the leisure contract. However, in order to deliver a scheme in-line with the aspirations and recommendations of this strategy this would involve exploring savings on the contract above and beyond the levels needed to support the existing £5M provision within the Medium Term Financial Plan.

Management & Programming - There is currently a fragmented approach to sports facilities in Carlisle and this may be hindered by a lack of a single operator. The creation of a single operator, managing a range of sporting facilities across Carlisle, would enable a more strategic approach to be taken, both in terms of promotion and pricing, but also in terms of programming.

This recommendation for a single operator needs to be considered within the context of the leisure facility contract with CLL, which comes to an end on 30 November 2017. In April 2012, the Director of Governance set out his view on the duties and obligations imposed if the City Council were to cancel the existing contract with CLL and create a new one, or if the City Council amended the current contract with CLL.

He concluded that taking either approach would likely require the City Council to go through a competitive tendering process. Such a tendering process will have to consider the recommendations by KKP, as well as the possible repercussions of accepting partner funding for the Sands Centre scheme on the future income of a contractor.

3. CONSULTATION

- 3.1** The Sports and Physical Activity Strategy has been developed in full consultation with partners and key stakeholders who have all contributed to the development of this final draft.

A steering group consisting of Carlisle City Council, Cumbria County Council, the University of Cumbria, Carlisle College, Richard Rose Morton Academy, Active Cumbria and Carlisle Leisure Limited has guided the facility project. As part of the detailed evidence base Carlisle City Council Officers, National governing bodies of sports officers, education representatives, local sports clubs and public and private facility providers have been consulted.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1** It is recommended that both the Sport and Physical Activity Strategy and the Sports Facilities Strategy are approved and pursued by Carlisle City Council in order to support increased participation in Sports and Physical Activity across the district and the well documented health and well being benefits this brings to all communities.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1** This report contributes to the Carlisle Plan priority:
We will work more effectively with partners to achieve the City Council's priorities.

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 -

Community Engagement –

Economic Development –

Governance – The Carlisle Sports and Physical Activity Strategy and the Sports Facility Strategy are not part of the Council's reserved Budget & Policy Framework (Article 4 of the Constitution). They, therefore, fall to be approved by the Executive following due consideration.

Local Environment –

Resources - There are no direct financial implications of adopting the Carlisle Sports and Physical Activity Strategy and the Sports Facility Strategy; however as mentioned within the report, the Council has earmarked £5million within the 2015/16 Capital Programme, funded from borrowing, to improve sports and leisure facilities within the district. These Strategies, once approved, will be used to inform the preferred scheme of improvements, which should be fully supported by a robust business case. This business case should, if necessary, address any potential shortfall in funding whether this be through working with partners or attracting and securing other sources of external funding. Full compliance with the Council's policies on External Funding, Partnership Working and Contract Procedure Rules will be fundamental in the successful delivery of this capital project.

CARLISLE SPORTS & PHYSICAL ACTIVITY STRATEGY 2013 - 2017**FOREWORD**

Carlisle City Council has an excellent track record in using sport and physical activity to encourage participation, promote social inclusion and support community cohesion. They play a significant role in improving the quality of life for people of all ages. We want to maximise the impact that sport and physical activity has in Carlisle by working collaboratively, ambitiously and determinedly, towards clear, defined and inspiring goals.

The London 2012 Olympic and Paralympic Games have been the biggest, and best, celebration of sport and culture the UK has ever seen. Carlisle is well placed to use the opportunity the Games presented to get more local people involved in sport, physical activity, coaching and volunteering. The aim is to inspire Carlisle residents and change people's habits for a lifetime by unlocking the wider benefits of sport and physical activity.

On a local level, if we are to maximise the impact of the strategy, it is imperative that we link to existing plans and partnerships, to achieve our aim of sustaining and increasing participation in sport and physical activity.

We will raise the profile of sport and physical activity through:

- Creative participation
- Creative volunteering opportunities
- Creative places
- Creative partnerships

Whilst it is recognised that these aims are ambitious and challenging, the benefits will be enormous. We are confident that we can make a real difference and create a sporting city for all to enjoy.

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- Vision, Mission and Values
- Our Collective Success
- Creative Participation
 - Adult
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- Creative Places
- Creative Partnerships
- Implementation
- Conclusion

INTRODUCTION

Carlisle is in the north of Cumbria and covers an area of 93 square miles, including a wide range of communities, including deprived urban areas and affluent wards. The district's rural areas contain outstanding natural landscapes, attractive market towns and dispersed settlements.

With a population of 107,500 the district of Carlisle is home to the largest number of residents in the county. Of Cumbria's six districts, Carlisle also has the greatest proportion of working age residents and the second greatest proportion of residents from Black and Minority Ethnic (BME) groups.

Average life expectancy in Carlisle is only marginally lower than county and national averages. However, there is significant variation in life expectancy across Carlisle's wards, and the district is rated highest in the county in terms of low birth weight babies and years of life lost to cancer. The wards where crime and disorder is prevalent and the wards with the lowest life expectancies in the district tend to be deprived areas characterised by high levels of unemployment and child poverty.

While average educational standards are comparable with the average for the North West region and average levels of unemployment are relatively low across the district, there are geographical concentrations across some of Carlisle's urban wards and pockets in the rural areas where levels of educational achievement are low and levels of unemployment are high. Although the University of Cumbria attracts students to Carlisle, high level qualifications are still less prevalent and average earnings are relatively low.

Sport and physical activity are valued in their own right for friendship, fun and enjoyment. They bring people together, break down barriers and help to build communities. Sport and physical activity play a key part in helping us to live longer, healthier and more active lives, and promote overall well-being by reducing stress, anxiety and depression. As such, increasing levels of activity present the opportunity for the biggest health gain across the whole population and should be considered a priority as a consequence. Indeed, the

positive impact on emotional health and wellbeing is particularly important, as psychological equilibrium is a prerequisite for informed and balanced decision-making which is the foundation stone for overall quality of life. The positive contribution of participation in sport and physical activity was confirmed in the Chief Medical Officer's 2009 Annual Report which stated: "*The benefits of regular physical activity to health, longevity, well-being and protection from serious illness have long been established. They easily surpass the effectiveness of any drugs or other medical treatment*".

We recognise the need to develop and support active citizenship. We want our communities to be strong and vibrant as these are important to the quality of life of local people. A demonstration of this belonging is volunteering, which is a key contributor to achieving social cohesion objectives and aligns well with the coalition Government's 'Big Society' agenda. Sport makes the largest single contribution to total volunteering in England, with 26% of all volunteers being involved in sport. Sport contributes in the drive to deliver cohesive communities by demonstrating greater emphasis on supporting 'pro-social' behaviour, which is a positive step forward.

OUR VISION

For Carlisle to become more active, healthy and successful by creating opportunities and overcoming barriers to take part in sport and physical activity.

OUR MISSION

To ensure sport and physical activity make a positive impact on people's lives.

WHAT WE WANT TO ACHIEVE:

- Sustained and growing participation in sport and physical activity
- More quality coaches, volunteers, officials, sports clubs and facilities
- Improved health and wellbeing through sport and physical activity
- Raise aspiration, increase success and celebrate our Outcomes

OUR VALUES

Throughout this process we will strive to be passionate, fun, innovative, consistent, creative and accountable.

OUR SUCCESSES

Our new strategy gives us the opportunity to celebrate the excellent outcomes and successes of 2012. Building on these successes, we continue to encourage our partners to work with us to get more people to take part in sport and physical activity. The list below shows a snapshot of progress and achievements by Carlisle City Council during the last year:

- Carlisle Sports Awards - Supported Carlisle Sports Council to deliver a successful event to celebrate sport
- Commissioned the Carlisle and District Sport and Physical Activity Alliance Foundation (SPAAF) to deliver SAFE (Sport Activity Fitness Exercise) clubs around the City using sport as a tool to tackle anti-social behaviour
- Worked in partnership with the Cumberland Football Association to deliver football development initiatives including festivals for disabled athletes and coach education courses
- Funded through the Carlisle Athletics Development Plan, and in partnership with the Carlisle Sport and Physical Activity Alliance Foundation (SPAAF), 1,336 young people received athletics coaching during school time and through holiday schemes
- Together with Carlisle Leisure Limited (CLL) and the Carlisle SPAAF, we have successfully delivered tennis opportunities as part of the Tennis Development Plan to 2,495 people
- In partnership with CLL and the Carlisle SPAAF we have provided holiday sports opportunities to over 2,000 young people
- Targeted specific Back2Sports activities in partnership with England Netball and England Hockey to encourage people 16+ to participate in sport and physical activity
- Launched a new Gifted and Talented Support Scheme in partnership with CLL for young people competing at county, regional and national level
- Delivered social inclusion sports coaching schemes on the Multi-Use Games Areas around Carlisle to over 2,000 young people
- A successful partnership with the University of Cumbria resulted in established student links, work placement opportunities and event industry experience as part of their degree courses
- Funded 19 coaches to attend coach education courses through the Coach Development Scheme

- Delivered a Rounders Activators Course with 25 attendees and a Tennis Leaders course with 15 attendees
- In partnership with Carlisle Sports Council, we have funded 13 Sports Clubs through the Club Development Scheme
- Successfully welcomed the Olympic Torch Relay to Carlisle and together with sports clubs and voluntary groups, held related sports activities at the event
- Successfully delivered the start Stage 4 of the Tour of Britain
- As lead partner, we have worked with Sport England, CLL, Richard Rose Morton Academy, Trinity School, Carlisle College and the University of Cumbria and Cumbria County Council to commission a Sports Facility and Playing Pitch Strategy for Carlisle.

CREATIVE PARTICIPATION: ADULTS

32.7% of adults (over 16) in Carlisle participate in sport and physical activity, at moderate intensity, for at least 30 minutes once per week (Active People Survey 6 2011- 12). Research suggests that by 2031 there will be a significant increase in the number of people in the over 65 category. The DCMS Strategy 'creating a Sporting habit for life' emphasises creating opportunities for teenagers and young people aged 14-25. Our Strategy will work to support these aims. The challenge for Carlisle is to identify the range of interventions that offer the highest probability of achieving sustained growth in adult participation year on year based on evidence and need and work with our partners to deliver them.

Our objectives: Working in partnership, provide and promote high quality opportunities for adults of all abilities to become involved in **sport and physical activity** on a regular basis by:

- Expanding the range of opportunities for participation at all levels
- Targeting and finding new ways of involving low and non-participant groups
- Working with education to provide opportunities for participation
- Working with partners to develop a co-ordinated approach to events.

Success will be measured by:

An increase in the number of adults participating in regular sport and physical activity using a range of indicators measured through the Active People Survey as a data source.

CREATIVE PARTICIPATION: CHILDREN & YOUNG PEOPLE

Childhood obesity is a significant issue in the city. 23.6% of reception age children are considered to be either overweight or obese and by the time they reach year 6 this has increased to 31.7 %. The challenge is to ensure we have a variety of programmes that motivate children and young people to become more active. We want to develop initiatives that improve their skills and build confidence and enthusiasm to take part in sport and physical activity. Along with key partners, the Carlisle SPAAF and CLL, we have agreed on the Olympic Legacy promise to 'Inspire the next generation'.

Our Objectives: Working in partnership facilitate opportunities for children and young people of all abilities to become involved in sport and physical activity on a regular basis by:

- Expanding the range of opportunities for participation within a formal and informal club setting
- Targeting and finding effective ways of involving those with low and non-participation in 14-25 age groups
- Supporting structures for participation in Sport in Club and School settings.
-

Success will be measured by:

- An increase in the number of children aged under 14 participating in sport and physical activity
- An increase in the number of children aged under 14 participating in sport and physical activity

CREATIVE PARTICIPATION: INCLUSION

Social inclusion and equity are central to our sports development work. We continue to tackle social exclusion through the use of sport and physical activity as a tool to engage with local communities. 11.2% of disabled people aged 16 and over participate in sport and physical activity for 30 minutes per week. 75% of disabled people aged 16+ in Carlisle do not participate in sport and physical activity. Alongside this evidence, local statistics tell us that there are increasingly high numbers of young people in the NEET category (Not in Education Employment or Training).

The challenge is to work with partners to make sport and physical activity fully inclusive and accessible to all Carlisle residents. To challenge the barriers to sports participation, working directly with groups and individuals traditionally under-represented in sport and physical activity.

Our Objectives: To provide and promote high quality and safe opportunities for all Carlisle residents especially disabled, socially excluded or under represented groups by:

- Expanding the range of opportunities for participation at all levels
- Support the development of appropriate sports opportunities
- Encouraging and promoting the inclusion of disabled and socially excluded people.

Success will be measured by:

- An increase in the number of disabled people participating in sport and physical activity.

CREATIVE PARTICIPATION: TALENT

Our strategy recognises the need to encourage and motivate people to be the best they possibly can at any type of activity, alongside those striving for sporting excellence on a local, regional, national or international stage. As well as increasing and improving people's

everyday levels of activity through active sport, active living and active recreation, we have a strong commitment across the whole spectrum of participation, including the Gifted and Talented Scheme with CLL and celebrating achievement through the annual Sports Awards event with Carlisle Sports Council.

Our objectives: To support talented performers and assist them to reach their personal dreams and goals by:

Promoting support packages for aspiring athletes with potential who are not yet on any funded programme

Encouraging coaches to achieve relevant qualifications

Working in partnership to identify potential talented performers

Support Carlisle Sports Council to deliver the Carlisle Sports Awards Ceremony.

Success will be measured by:

- An increase in the number of talented performers in receipt of support and funding
- An increase in the number of coaches supported through the Coach Funding scheme
- An increase in the number of talented performers attending talent camps and accessing funding.

CREATIVE VOLUNTEERING

We value sports volunteering and the role it plays in communities, in contributing to the economy and to the overall health and well-being of the region. We want to capitalise on the London 2012 Olympic and Paralympic Games to get more people actively engaged in sport in their communities, either as leaders, organisers or participants. The Sport England Active People Survey (APS) suggests there has been a drop in the number of adults (age 16+) volunteering for at least one hour per week. APS 5 figures showed 5.3% of adults volunteering for at least one hour per week while APS 6 shows 4.1% of adults are volunteering at least one hour per week.

Our objectives: To support the ongoing development of coaching and volunteering capacity within the sport and physical activity sector in Carlisle by:

- Provide volunteering opportunities which may ultimately lead to paid employment
- Regularly recognising, rewarding and celebrating achievements through communications, conferences and awards
- Raising the awareness and adoption of minimum standards for deployment of coaches and volunteers.

Success will be measured by:

- An increase in the number of volunteers attending personal development programmes
- An increase in the number of young people and adults volunteering
- An increase in volunteering opportunities.

CREATIVE PLACES

We will continue to work with partners to strive towards facilities that are high quality, well positioned, accessible and affordable for the whole community. We need to maximise the efficiency and the effectiveness of sports provision. Together with partners, we have commissioned a Sports Facility and Playing Pitch Strategy so that we can respond to the changing needs and expectations of our local residents, including its student population. It is important that we link any emerging facility and playing pitch findings with Sports Development plans. Carlisle currently has 44 Clubmark accredited clubs and a number currently working towards accreditation. We want to work with local clubs, Leagues and national governing bodies of sport to inform us what provision is required in an area to support the development of sport and physical activity opportunities.

Our objectives: To encourage access to a range of quality places in Carlisle to play sport and take part in physical activity by:

- Utilising data and intelligence to identify and better align provision to reflect local community sport need and increase participation
- Maximising the potential of capital programmes and fully examining joint developments between key stakeholders

- Promoting the advantages of Clubmark and supporting the process of accreditation with Carlisle Sports Council
- Working with educational establishments to become more widely accessible to community sports groups
- Looking to establish quality facility provision aligned to the Carlisle Sports Facility Strategy.

Success will be measured by:

- Producing a Sport Facilities Strategy and playing pitch strategy
- An increase in the number of sports organisations with recognised accreditation standards.

CREATIVE PARTNERSHIPS

We are committed to working in partnership. Our key partners include. Active Cumbria, Carlisle College, the University of Cumbria, Carlisle SPAAF, Sport England, Riverside Housing, Cumbria County Council, CLL, Carlisle Youth Zone, Cumbria Police, Richard Rose Federation, the Cumberland Football Association and Carlisle Sports Council. Significant levels of sport and physical activity are delivered through a network of organisations outside of the council and there are many examples of how working together has been effective and successful. Innovative solutions will be sought in partnership with organisations who share the same commitment and passion for increasing participation and bringing about healthier lifestyles.

Our objectives: To maintain and develop the culture of working in partnership that delivers on its promises to local communities and funding bodies by:

- Provide leadership, co-ordination and structures which allow people and organisations to work together more effectively
- Attracting investment through identified funding sources and encouraging partners to work collaboratively in pursuing them
- Continually appraising performance in order to identify improvements and further business opportunities
- Develop the Active Carlisle Partnership
- Work with the SPAA Foundation to deliver high quality sporting activities
- Work with Carlisle Leisure Limited to maximise the benefit of the leisure contract

- With partners, develop joint programmes in partnership with Carlisle College and the University of Cumbria.

Success will be measured by:

- The levels of investment secured and case studies of partnership projects.

IMPLEMENTATION

This strategy will be supported by a delivery plan to ensure that the Strategy actions are implemented. Sports plans will be shaped through a joined up strategic approach based on need, facility provision, funding and partnership working. Current Sports will be developed and other sports will be supported through work with national governing bodies of sport, local clubs and partners.

We have developed a clear delivery system in Carlisle, working in partnership with amongst others, the Carlisle SPAAF and CLL. Our sport and physical activity provision also involves working with local sports clubs, the University of Cumbria, Carlisle College, Active Cumbria, the School Games Organiser, Carlisle Sports Council and local volunteer groups to develop a system that is able to deliver clear outcomes. We propose to have an annual report that will highlight the work we are doing through the strategy in order to monitor progress and shape future work.

CONCLUSION

We have to take into account both local and external pressures. These include new national, regional and county strategies for sport and the needs and aspirations of organisations and individuals. Our Sport and physical activity Strategy's key focus is to increase participation through a range of opportunities for people to be involved with sporting activities regardless of race, ethnicity, gender or ability and also aligns to the Carlisle Plan and the Joint Strategic Needs Assessment which recognises these key priorities. Active Carlisle, supported by public, voluntary and third Sector partners, has been aligned to support the aims and objectives of the City Council's Sport and physical activity strategy as well as Active Cumbria's Strategy for Sport. National governing bodies of sport are also engaged with local delivery plans. We are committed to providing opportunities for everyone in Carlisle and accept our overall strategic responsibility for the development of a sporting city. There are strong reasons for being optimistic about our chances of success.

This Strategy for Sport and Physical Activity will enable partners to understand our priorities and how we are channelling our resources to deliver sport and physical activity. It also provides us with an opportunity to celebrate the excellent outcomes and successes of 2012. Building on this work we can continue to encourage our partners to work with us to get more people participating in sport and physical activity.

Carlisle Sports Facility Strategy 2013 -23**Introduction**

Key providers in Carlisle have come together to produce a Facility Strategy for the City as part of its overall vision for sports and physical activity. It is part of the recognition that alongside maintaining and managing existing provision, it must identify opportunities for future development of sports provision and, if necessary, the rationalisation of facilities and services. The Strategy provides a comprehensive overview of current and future demand for both indoor and outdoor sports facilities. Its key objectives are:

- ◀ To analyse supply and demand for indoor and outdoor sports facilities
- ◀ To identify gaps in provision and opportunities for future development
- ◀ To provide recommendations for the future

Carlisle City Council (CCC) has identified an ambition to deliver change across the City. This is driven by its new administration which is declaring that Carlisle is 'open for business'. The high level of ambition can be measured in the range of projects the City Council would like to see delivered in the short, medium and longer term, such as:

- ◀ Replacement swimming pool for the City and additional sports hall space and improved ancillary areas.
- ◀ The delivery of improved community and sports and recreation facilities across the City.
- ◀ Expansion of the Carlisle knowledge economy in partnership with the University and College.
- ◀ Major housing growth.
- ◀ Redeveloped shopping area in the town centre.

Approach

The Sports Facilities Strategy is presented across two documents; an Indoor Sports Facilities Needs Assessment, which focuses on indoor built sports facilities (e.g. sports halls, swimming pools, etc), and a Playing Pitch Strategy, which concentrates on outdoor sports pitch provision (e.g. football, rugby, cricket, tennis, bowls etc).

Both documents provide a picture of current sports provision in the City; taking into account local current and future demand expressed through consultation with clubs, leagues, facility providers, National Governing Bodies of Sport and Council officers and education providers. Based on this information each document establishes an action plan on a site-by-site/area basis in order to help prioritise investment and partnership working.

This strategy incorporates the key immediate priorities highlighted in the playing pitch strategy and facility needs assessment. Other medium and long term recommendations will be explored with the relevant lead partner to investigate the potential of a project.

For a complete Sports Facilities Strategy both the Indoor Sports Facilities Needs Assessment and the Playing Pitch Strategy should be read in conjunction with one another. This Strategy presents a vision for Carlisle and builds upon the conclusions identified in the Sports facilities needs assessment and the playing pitch strategy.

Partners across the City will need to identify its vision and objectives for its leisure assets for the coming years. This should also take on board the findings of this report and the Playing Pitch Strategy, as well as other contributing factors such as the economic climate and the priority that leisure has in relation to other services and external partnerships.

The vision for this Strategy reflects national, regional and local policies and strategic planning processes. In particular the vision is consistent with aspirations to improve health and well-being by increasing the number of people who are physically active and be inclusive and open to all groups. The vision is to:

To create a high quality sport and leisure offer across the City, working with private, public and voluntary sectors, that delivers vibrant and animated programmes of activity to ensure that all residents and visitors have the opportunity to engage in activities and experiences as part of a fulfilled and active lifestyle.

Strategic Objectives

The proposed vision is based upon a clear, achievable framework of strategic objectives (not in any priority and summarised in the text boxes below) which should be adopted as policy). Partners should adopt the following strategic objectives to enable it to achieve the vision of the Strategy:

OBJECTIVE 1

Develop and establish a facility hierarchy which establishes defined roles and functions for specific facility types.

OBJECTIVE 2

Commit to key facility development projects to bring facilities up to standard fit for the future.

OBJECTIVE 3

Define and implement a city-wide community use policy.

OBJECTIVE 4

Take a clear strategic approach to integrated facility programming on a city-wide basis.

OBJECTIVE 1

Develop and establish a facility hierarchy which establishes defined roles and functions for specific facility types.

The intention is that sports facilities in Carlisle will operate within a hierarchy in which specific facilities have distinct roles and functions; carry differing levels of operational weight and related staffing.

Similarly it is important that facilities have a defined function from the users perspective. Hence core facilities deliver orchestrated physical activity geared to extended participation and improving health whilst key community facilities offer accredited clubs opportunities to develop their sports. Neighbourhood facilities should be available for static groups which offer limited sports development value.

Key principles are as shown in the table overleaf, whilst broad principles are illustrated in the hierarchy diagram shown below:

Figure 2.1: Facility hierarchy – core principles



Proposed facility hierarchy – site designation and definition

Designation	Role and function
Level 1: Health and Well-being Centres	<ul style="list-style-type: none"> • Stand-alone community health and well-being facility designed to meet the sport and physical activity and well-being needs of a bespoke segment of the City. • Mix of wet, dry and fitness activity areas • Provides a wide a range of opportunities for residents and visitors to participate in sport and physical activity contributing to the quality of life of residents across Carlisle. • Potential venue which can host city-wide and local events. • Highly visible and centrally located to accommodate the access requirements of the whole City. • Potential to accommodate a primary performance venue for 'secondary sports' or a secondary venue for 'primary sports'. • Provides/programmes opportunities for local people to try new activities, develop their skills and progress to significant performance levels. • Core venue for health and fitness activities across the City. • Core venues to accommodate the City's Learn to Swim programmes. • Core facility for the City's entertainment programme.
Level 2: Community	<ul style="list-style-type: none"> • Contributes to quality of life of residents within the local community, and provides a range of opportunities to participate in sport and physical activity. • Generally sports facilities on school sites which are designed to meet community need and have contractual dual use agreements. • Increases/ improves quality of PE and school sport opportunity for young people attending the school upon which it is based.

Designation	Role and function
	<ul style="list-style-type: none"> • Provides a base for the provision of opportunity (delivered by a range of providers) for local people to develop their skills and try new activities. • Provides options for a range of sports organisations to develop skill, participate and compete within their chosen activity. • Supports voluntary sports sector to raise standards with respect to coaching, coach education, administration and volunteer development in chosen sport. • Facility use to reflect demographic profile of the local community
Level 3: Neighbourhood	<ul style="list-style-type: none"> • Contributes to quality of life of the neighbourhood, accommodating a range of opportunities to participate in sport and physical activity. • Predominantly sports facilities on school sites which operate within a lettings policy • Provides opportunities for range of sports organisations to participate, train and compete in their chosen activity. • Facility use to reflect demographic profile of the local community

OBJECTIVE 2

Commit to key facility development projects to bring facilities up to standard.

Facility development

In light of the detailed research undertaken in the facility and playing pitch needs assessments we would propose that the following key facility developments would be required to bring Carlisle's leisure stock up to modern day standards.

Develop a replacement swimming pool, additional sports hall and improved health and fitness facilities

- To develop facilities in strategically appropriate places across the City to include:
 - A one kilometre closed road circuit for cycling
 - At least 2 new floodlit 3G artificial grass pitches.
 - Small sided artificial turf outdoor football pens.
 - Improved health and fitness facilities.
 - Develop appropriate Sport and recreation facilities that encourage active recreation for the family.
 - Refurbishment of current swimming pools where appropriate.
- To develop partnerships with the NHS in order to identify common objectives and efficient ways of partnership working to deliver on the public health agenda.
- Work with partners as identified in the needs assessment to prioritise and deliver facility development opportunities based on current provision, potential for funding and links to the wider developments.
- Ensure that the provision of sports education at post 16 level is embedded in the sports facility strategy and this use is reflected in plans for investment.

OBJECTIVE 3

Define and implement a city-wide community use policy.

Defining community use

It is clear that there are variable definitions of community use currently in play in Carlisle by the range of operators of community sports facilities. Therefore, there is a need for strategy partners to take the lead in defining what community use should be and the objectives to be achieved from it.

Therefore, the following definition of community use should be applied to all facilities in Carlisle:

The efficient, effective animation and use of leisure facilities and services for the benefit of local communities so that their use directly assists the achievement of key (national and local) targets such as:

- ◀ *Improving the quality of life for residents in Carlisle*
- ◀ *Improving educational achievement and enabling people to move into sustainable employment*
- ◀ *Connecting local people to local services to enable them to have a happier and more fulfilled life.*
- ◀ *Contributing to people having a more active, less sedentary lifestyle.*
- ◀ *Increasing participation in sport and physical activity.*

By adopting the above definition and a related approach to managing facilities and services, this requires the partners to:

- ◀ Develop, use and apply their knowledge and understanding of the demographic profiles and needs of local residents.
- ◀ Reflect the health, education and leisure needs, including addressing public health issues, supporting the education and skills development of young people and individuals.
- ◀ Develop and keep up to date, accurate knowledge and understanding of community need, via engaging and consulting on a regular basis with local representative agencies such as youth clubs, tenants and residents associations, older peoples groups, local pressure groups, etc.
- ◀ Develop and maintain detailed knowledge and understanding of the whole sporting infrastructure across the City.
- ◀ Understand and appreciate the strategic definitions of 'need' applied across the City by key partner agencies such as health, housing, regeneration, etc.
- ◀ Commit to the achievement of strategic impacts and outcomes within the local area.

Adopting the above approach to managing facilities will enable partners to:

- ◀ Provide variety across the programme accommodating a broad range of sport and activity from educational and recreational through to performance.
- ◀ Offer a combination of direct delivery and intervention via partners (e.g. sports clubs, health partners, NGB's, education).
- ◀ Collect management information and intelligence to underpin actions to extend the reach of the service, which will:
 - Introduce new people and communities to existing activities and club opportunities.
 - Introduce existing customers to new activities and club opportunities.
 - Enable operators to develop innovative programmes and processes to improve Service impact among hard to reach groups.
- ◀ Continually re-present the sport and leisure offer to local communities.
- ◀ Develop the various services offered in such a way that people in local communities are able to make informed choices about them.

OBJECTIVE 4

Take a more strategic approach to facility programming on a city-wide basis.

Facility programming

- ◀ Ensure that all facilities, including schools, are programmed and animated to their maximum capacity reflecting local needs and contexts, to assist CCC to meet its wider strategic objectives.
- ◀ Ensure that the operation of *all* sites facilitate the collection of management information and that this is used to inform strategic and operational decision making in the future; particularly in relation to the planning of service delivery.
- ◀ Develop an effective monitoring and evaluation process for all facilities on the back of being furnished with appropriate management information.
- ◀ Ensure, where possible, that *all* school sports facilities are accessible to the local community for as much time as is feasibly possible (i.e. a minimum of 20 to 30 hours per week). As such this type of access should be written into future community use agreements.
- ◀ Ensure that the cost of accessing facilities is appropriate for different client groups and does not become a significant barrier to participation.
- ◀ Develop a leisure management contract which ensures the operator takes on an advocacy and leadership role in the management and letting of sports facilities across the area.
- ◀ Align to the aims and objectives of the health and wellbeing board.
- ◀ Ensure that educational use of all facilities for post 16 year olds forms part of the strategic programming of facilities.

Action Planning

The following action plan provides an initial overview of what needs to be undertaken to implement the recommendations outlined within the above study. It is appreciated that actions may not be phased in the following way and that the short to medium term is somewhat fluid. However, the key focus is to ensure that Carlisle has a cohesive and integrated offer for residents where the 'whole' is greater than the sum of the parts and that each facility has a specific role to play in this.

Action	Issues addressed	Commentary	Timescale
Adopt the strategy and action plan as Council policy and identifying funds to implement the infrastructure changes.	<ul style="list-style-type: none"> Creating a clear direction of travel for the Council and its partners. Positioning sports facilities firmly within the Council's capital programme. 	<ul style="list-style-type: none"> Provides an opportunity to ensure all partners are committed to the strategy and action plan. First stage in developing an integrated offer for resident. 	Immediate
Investigating with Sport England and other agencies (e.g. NGBs, academy sponsors, private sector, education partners) the potential sources of funding to deliver the investment.	<ul style="list-style-type: none"> Address any funding shortfall the Council may have. Ensures partner buy-in to any facility development (e.g. University). 	<ul style="list-style-type: none"> Partnership funding will be key to delivering the Council's wider aspirations. Opportunity to develop a wider offer, especially at the Sands LC 	Immediate
Allocate investment in the development of a swimming pool, sports hall and improved health and fitness at the Sands LC.	<ul style="list-style-type: none"> The current in-balance of programming between entertainment and sport. The quality of the swimming offer in the City. Quality of fitness offer at the Sands LC Ability to accommodate teaching and learning of sport related courses at the Sands LC 	<ul style="list-style-type: none"> Cohesive sport, physical activity and entertainment offer in the centre of the City. Potentially enhances the development of sport related courses at the University and College. Maximises the financial efficiency by having a combined facility. 	Immediate

Action	Issues addressed	Commentary	Timescale
Rationalise the Pools facility and identify the way forward for the Turkish baths.	<ul style="list-style-type: none"> Pool site rationalised when new pool at Sands LC becomes operational. Retains Turkish Baths facility in line with Listing. 	<ul style="list-style-type: none"> Potential alternative use of the Pools site to be considered. Although Turkish Baths is retained, this does not mean that it must be operational. Potential to develop a partnership with the commercial sector to redevelop the site as part of a wider offer. 	Once new facility at Sands LC becomes operational
Rationalise other smaller scale swimming pools as appropriate (e.g. Trinity and potentially RR Morton Central Academy).	<ul style="list-style-type: none"> Facilities become obsolete once a new pool is developed at the Sands LC. 	<ul style="list-style-type: none"> Potential for school to 'buy into' use of Sands LC. 	Once new facility at Sands LC becomes operational
Develop a Community use and programming policy which enables the development of a wide range of sporting opportunity across the City	<ul style="list-style-type: none"> The high amount of use of sports halls for football training and 5-a-side. Lack of appropriate time and space available within sports halls to develop other sports. The general lack of a co-ordinated offer across the City. 	<ul style="list-style-type: none"> Potential to limit the use of indoor football to younger players (e.g. Under 8's) and force others outdoors Can only be implemented once new 3G floodlit provision has been developed. 	Incrementally implemented on the basis of 3G developments.
Develop a new fitness and football development centre at Harraby Learning campus in partnership with the County Council.	<ul style="list-style-type: none"> Lack of provision in the East of the City Provide a more balanced level of provision alongside the Sands LC and RR Morton as the core offer. 	<ul style="list-style-type: none"> Opportunity to develop new facilities in line with Learning Campus development. Need to consider how community are integrated into the management of the overall site. 	In line with Campus development

Action	Issues addressed	Commentary	Timescale
Work in partnership with governing bodies of sport to deliver facilities.	<ul style="list-style-type: none"> Provide a range of specialist sports facilities in line with NGB aspirations. Existing pool in need of refurbishment Specialist provision will require financial underpinning 	<ul style="list-style-type: none"> Develop links with cricket, cycling, Football, swimming, cycling and gymnastics as a priority and seek financial assistance from NGBs. 	Phased approach in line with NGB aspiration, funding and match funding.
Develop an integrated sport and physical activity offer across Carlisle which is encompassed in an integrated leisure management contract across all key facilities.	<ul style="list-style-type: none"> Lack of co-ordination across facility providers. Separate leisure management contracts (at various stages) which are not monitored and measured in a consistent way. 	<ul style="list-style-type: none"> Opportunity to develop a single leisure management contract and gain efficiencies. Partner buy-in to a single way of operating and co-ordination of programming. Clear line of responsibility and accountability for delivery. 	In line with contract renewals and facility development.

INDIVIDUAL PORTFOLIO HOLDER DECISIONS

Below is a list of decisions taken by Individual Portfolio Holders acting under delegated powers:

REF: **PF.010/13** **Christmas Parking Concession**

Decision of Councillor Mrs Martlew

Portfolio Environment and Transport Portfolio

Subject Matter

To provide free parking after 3pm on all City Council car parks on each Thursday when late night shopping is available, between 14th November and 19th December. Estimated that this will result in the region of £7,000 loss of income/additional costs.

Summary of Options rejected

N/A

DECISION

4/11/13

Reasons for Decision

To support local businesses by encouraging visits to the City Centre when late night shopping is taking place. To be funded from the Car Parking budget.

Date Decision Made

4/11/13

Implementation Date:

OFFICER DECISIONS

Below is a list of decisions taken by Officers which they have classed as significant:-

REF: **OD.030/13** **A Day for Scrutiny**

Decision of Emma Titley, Organisational Development Manager

Portfolio: Finance, Governance and Resources

Subject Matter:

To allow Councillor Wilson to attend A Day for Scrutiny at North West Employers, Manchester on 13 November 2013 at nil cost

Summary of Options rejected:

Not to attend

DECISION:

That Councillor Wilson be authorised to attend A Day for Scrutiny at North West Employers, Manchester on 13 November 2013 at nil cost

Reasons for Decision:

Appropriate event for elected Members - sufficient training budget (Labour group) to accommodate

Date Decision Made : 17-Oct-13

REF: **OD.031/13** **A Day for Scrutiny**

Decision of Emma Titley, Organisational Development Manager

Portfolio: Finance, Governance and Resources

Subject Matter:

To allow Councillor Sherriff to attend A Day for Scrutiny at North West Employers, Manchester on 13 November 2013 at nil cost

Summary of Options rejected:

Not to attend

DECISION:

That Councillor Sherriff be authorised to attend A Day for Scrutiny at North West Employers, Manchester on 13 November 2013 at nil cost

Reasons for Decision:

Appropriate event for elected Members - sufficient training budget (Labour group) to accommodate

Date Decision Made : 17-Oct-13

REF: OD.032/13 **National Non Domestic Pooling Arrangements 2014/15**

Decision of Peter Mason, Director of Resources

Portfolio: Finance, Governance and Resources

Subject Matter:

At their meeting of 2nd September 2013 the Executive agreed in principle to enter into pooling arrangements with other Cumbrian Authorities under the Business Rates Retention Scheme for 2014/15 financial year. The Director of Resources, in liaison with the Director of Governance, being satisfied with the governance arrangements put in place, signed off the Cumbria Pooling agreement on behalf of the Council.

The financial impact of the pooling arrangements will be included within the Council's 2014/15 - 2018/19 updated MTFP and will form part of the 2014/15 budget deliberations.

Summary of Options rejected:

Not applicable

DECISION:

To join the Cumbria NNDR Pooling for 2014/15. The Council has the right to withdraw from the Pool in the unlikely event that the regulations supporting the pooling arrangements are detriment of Carlisle City Council.

Reasons for Decision:

To increase the income for the City Council from the Business Rate Retention Scheme

Date Decision Made : 27-Oct-13

JOINT MANAGEMENT TEAM

15th October 2013

MINUTES

Present:	Councillors Colin Glover (Chair), E Martlew, A Quilter and H Bradley
	D Crossley, A Culleton, K Gerrard, J Gooding, M Lambert, P Mason and J Meek
Apologies:	Councillors J Riddle and L Tickner

JMT 68/13 – JMT minutes of previous meeting	
The Minutes of the previous meeting were discussed and agreed by all.	ACTION:
JMT 69/13 – New Charges – Charge Review 2014/15	
P Mason provided a confidential update of information to all and this was discussed in full by JMT.	ACTION:
JMT 70/13 – 2014/15 Budget Report	
JMT held a confidential discussion around this matter about budget pressures.	ACTION:
JMT 71/13 – Castle Way Public Realm Improvements	
A Culleton and J Meek provided a report with appendices relating to the above and a full discussion was held where it was agreed the item would be brought back to JMT at a later date.	ACTION: A Culleton J Meek
JMT 72/13 – Notice of Executive Key Decisions	
Amendment requested by Cllr Bradley re reference to Portfolio Holder and this has been advised to Committee Services.	ACTION: D Anderson
JMT 73/13 – JMT Forward Plan	
Discussed and updated.	
JMT 74/13 – AOB	
No matters raised.	

Report to Executive

Agenda
Item:

A.9

Meeting Date: 18th November 2013
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: REVENUE BUDGET OVERVIEW & MONITORING REPORT:
APRIL TO SEPTEMBER 2013
Report of: DIRECTOR OF RESOURCES
Report Number: RD52/13

Purpose / Summary: This report provides an overview of the Council's overall budgetary position for the period April to September 2013 for revenue schemes only. The revenue report includes details of balance sheet management issues, high-risk budgets and performance management.

Recommendations:

The Executive is asked to:

- (i) Note the budgetary performance position of the Council to September 2013.

Tracking

Executive:	18th November 2013
Overview and Scrutiny:	28th November 2013
Council:	n/a

1. BACKGROUND INFORMATION AND OPTIONS

- 1.1 In accordance with the City Council's Financial Procedure Rules, the Director of Resources is required to report to the Executive on the overall budget position, the monitoring and control of expenditure against budget allocations and the exercise of virement on a regular basis. It is the responsibility of individual Directors to control income and expenditure within their service areas and to monitor performance, taking account of financial information provided by the Director of Resources.
- 1.2 All Managers currently receive a monthly budget monitoring report covering their areas of responsibility. Information is collated from the main accounting system and then adjusted to correct any known budget profiling trends, timing differences and commitments. The report has been developed in line with the need to provide sound financial management information to inform the decision making process.
- 1.3 Please note that throughout this report:
- (i) the use of a bracket represents a favourable position i.e. either an underspend or additional income received,
 - (ii) the term 'underspend' is taken to include both reduced expenditure and/or increased income,
 - (iii) the term 'overspend' includes both spending above budget and/or reduced income levels.

2. REVENUE BUDGET OVERVIEW

- 2.1 The following statement shows the total annual revenue budget as at September 2013:

2013/14 Revenue Budget	£
Approved Budget (Council resolution – February 2013)	12,755,000
Carry forward requests (2012/13 out-turn)	677,400
Council Resolution 2013/14	13,432,400
Non-Recurring Expenditure (note 1)	
Transformation Costs (Transformation Reserve)	181,700
Updated Budget 2013/14	13,614,100

Note (1) use of earmarked reserves to fund 2013/14 expenditure

3. 2013/14 BUDGET MONITORING

3.1 The summarised budgetary position as at September 2013 is shown below:

Directorate / Appendix		Annual Net Budget (£)	Net Budget to date (£)	Net Spend to date (£)	Adjusted Variance (£)
Chief Executive's Team	A1	176,200	58,023	66,410	8,387
Community Engagement	A2	7,260,000	3,494,211	3,457,556	(36,655)
Economic Development	A3	1,688,500	765,353	823,871	58,518
Governance	A4	1,811,100	811,100	784,281	(26,819)
Local Environment	A5	6,011,400	3,400,881	3,256,353	(144,528)
Resources	A6	(3,333,100)	(3,529,672)	(3,689,963)	(160,291)
Total		13,614,100	4,999,896	4,698,508	(301,388)

3.2 Further details for each directorate can be found in **Appendices A1 – A6**. Each appendix shows a breakdown of the variance for the Directorate, with comments and a note of any performance issues.

3.3 The figures for the Resources directorate in the above table and attached **Appendix A6** include corporate budgets held centrally.

4. KEY ISSUES

4.1 The corporate Salary Turnover Savings target for 2013/14 is £242,500, and savings from staffing budgets across the authority are measured and transferred to it throughout the year. Spending on employees' salaries and related employers' on-costs is a significant proportion of the Council's gross expenditure and the management of this resource is a key component of the budget monitoring process. A detailed analysis of the spend against these budgets is provided for SMT on a monthly basis and a broad summary of the direct staffing expenditure to the end of September 2013, including the transfers to Salary Turnover Savings, is provided in the table below.

Direct Employee Expenditure	Updated Budget	Budget to date	Actual to date	Variance to date	STOS to date	(Under)/Overspend
Directorate	£	£	£	£	£	£
Chief Executive's Team	701,700	347,311	348,893	1,582	1,600	(18)
Community Engagement	1,887,800	924,557	925,119	562	(6,300)	6,862
Economic Development	1,512,500	739,213	683,602	(55,611)	(2,200)	(53,411)
Governance	1,114,700	541,690	522,819	(18,871)	(16,600)	(2,271)
Local Environment	4,738,000	2,373,601	2,162,698	(210,903)	(140,400)	*(70,503)
Resources	2,698,200	1,302,805	1,263,389	(39,416)	(27,800)	(11,616)
Total	12,652,900	6,229,177	5,906,520	(322,657)	(191,700)	(130,957)
Savings transferred to fund the Purple Sacks Review*						69,500
Net (Under)/Overspend						(61,457)

- 4.2 Members are reminded that Council, at its meeting on 10th September, approved the Savings Strategy which will focus on three areas to deliver savings, including the Asset Review, Service Delivery Models and, as part of the transformation programme, a review of those services that are neither core priorities nor statutory requirements. The recurring impact of these savings forms part of the 2014/15 budget process and are included in report RD54/13 elsewhere on the agenda.

5. FORECAST OUTTURN POSITION 2013/14

- 5.1 The Council's financial position is affected by a number of external factors that have a financial impact during the course of the year and ultimately at the year end.

These include:

- The general effect of the economic climate on the Council's income streams e.g. car parking, tourism and leisure activities.
- Fuel prices, energy costs and other inflationary issues.
- The effects of the housing market and property prices, especially with regard to income from land charges, rents and building and development control.

- 5.2 The Council's financial position continues to be closely monitored and a detailed analysis is given in the following table of the major variances from last year's outturn, alongside the current projections for these and other areas of concern for this year end. However, these projections will be updated in the next quarterly report when the figures up to the end of December 2013 are available to give a clearer indication of the potential year end position.

Potential Additional Costs/Shortfall in Income	Over/(Under) Outturn 12/13 £	Over/(Under) Projection 13/14 £
Enterprise Centre lettings & NNDR costs	68,000	25,800
Tourist Information Centres - ticket sales	41,000	45,300
Recycling & Waste collection income	37,030	59,000
Off Street Parking	148,300	280,000
Countywide Parking Contracts	70,100	50,000
ICT Printing Recharges	150,000	0
Investment Income	37,500	200,000
Minimum Revenue Provision	29,200	0
Lanes Income Shortfall	97,700	77,000
Resource Centre Legal Fees	43,700	0
Arts Centre costs	8,800	0
NNDR charges	(27,160)	34,300
Bousteads Grassing rent income	10,200	10,200
Total additional costs/income shortfalls	714,370	781,600
Potential Reduction in costs/Additional income		
Bereavement Services income	(52,600)	(49,000)
Industrial Estates Rents	(76,900)	0
Development Control Inquiry Costs & Fees	(15,500)	(32,500)
CCTV Transmission & Maintenance costs	(40,800)	0
Sewerage & Water Charges	(58,560)	(49,500)
Transport Repairs & Hire Costs	(101,100)	(51,300)
Transport Fuel Costs	(27,600)	(6,300)
Travel Review and Leased Cars	(20,400)	(44,000)
Tipping Charges	2,670	(25,700)
ICT Connect Shared Service	(37,100)	0
Revenues & Benefits Shared Service	(81,100)	(61,600)
Benefits Payments & Subsidies	(84,600)	0
Salary Turnover Savings/Pay Award	(544,100)	(195,500)
Pension Deficit Funding	(166,800)	(174,000)
Direct Revenue Financing	(48,300)	0
Lanes Income	(197,700)	(62,900)
City Lighting - Energy and New Lighting	(53,500)	(47,500)
City Centre Events	(4,940)	(5,800)
Miscellaneous (under)/overspends	(15,401)	0
Total reduced costs/additional income	(1,624,331)	(805,600)
Other Year End Implications/Requirements:		
Highways Maintenance & Claimed Rights	235,000	0
VAT recovery Claims (Trade Waste)	236,220	195,000
Insurance Excess Provision	175,000	(100,000)
Bad Debt Provision increase	43,300	0
Inflation / Transformation Savings	(104,500)	(72,000)
Total requirements/(reductions)	585,020	23,000
Total (under)/over spends	(324,941)	(1,000)

6. HIGH RISK BUDGETS

6.1 A number of high-risk budgets have been identified which require detailed monitoring throughout the year. These particularly include income budgets, some of which have been adjusted by recurring and non-recurring bids, approved in the 2013/14 Council Resolution.

6.2 The summarised position of income budgets deemed to be high risk is as follows:

Budget Area	Directorate	Annual Budget £	Budget to date £	Actual to date £	Variance £	para.
Hostels	CE	(550,800)	(289,033)	(266,597)	22,436	6.3
Building Control	ED	(322,400)	(182,708)	(160,316)	22,392	6.4
Development Control	ED	(545,800)	(280,242)	(316,654)	(36,412)	6.5
Enterprise Centre	ED	(140,700)	(70,382)	(54,341)	16,041	6.6
Tourist Information Centres	ED	(133,600)	(77,374)	(51,809)	25,565	6.7
Land Charges	Gov	(165,700)	(82,884)	(81,757)	1,127	6.8
Cemeteries	LE	(272,300)	(125,647)	(126,325)	(678)	6.9
Crematorium	LE	(852,800)	(392,288)	(411,597)	(19,309)	6.9
Off Street Parking	LE	(1,299,200)	(680,524)	(528,098)	152,426	6.10
On Street Parking	LE	(364,700)	(196,682)	(139,353)	57,329	6.10
Bring Sites	LE	(192,200)	(97,791)	(67,347)	30,444	6.11
Garden Waste	LE	(485,100)	(353,878)	(408,112)	(54,234)	6.11
Bulky Waste/Special Collections	LE	(36,300)	(18,158)	(17,921)	237	6.11
Plastics & Card	LE	(241,600)	(120,523)	(88,082)	32,441	6.11
Green Box Collection	LE	(343,300)	(178,170)	(159,571)	18,599	6.11
Industrial Estates	Res	(2,445,600)	(1,223,123)	(1,226,411)	(3,288)	6.12
Lanes	Res	(1,383,300)	(691,650)	(684,359)	7,292	6.13

6.3 There is a delay in the implementation of the new charging structure for the **Hostels** and although the income target is lower than for the previous year, income is falling short of the new target by more than 7%.

6.4 The reduced income levels from **Building Control** fees continue to challenge the service managers and spending is held at the lowest possible level in an attempt to offset the anticipated shortfall, currently running at 12%.

6.5 Fee income from **Development Control** charges has declined in recent years, with fewer planning applications received throughout the economic downturn, however there has been a slight upturn in recent months and this is now achieving almost 13% more than the target set for the first half of the year.

- 6.6 Local small businesses continue to feel the ongoing effects of the recession, this is reflected in the number of empty units at the **Enterprise Centre** and there is a significant drop in income (23% down on the budget to date) from lettings.
- 6.7 Income generated from sales at Carlisle's **Tourist Information Centre** was affected by its relocation whilst building improvements were carried out at the Old Town Hall and although it was expected that the refurbishment and changes would reverse this position on re-opening, the income has dropped and there is a shortfall of 33% up to the end of September 2013.
- 6.8 The annual budget for income from **Land Charges** has been reduced over the past few years to reflect the continuing impact of the economic climate on the housing market. However, there was a year end surplus of £6,000 on the budget set for 2012/13 and the target for this year includes an increase of 10% in anticipation of further recovery in this sector. The current activity levels are just falling short of the improved target by 1.4%.
- 6.9 There was a small surplus of 1.5% on **Bereavement Services** income at the end of last year and the budget uplift for 2013/14 was set at a lower rate than this level. The first six months' receipts for the current year have exceeded the updated target by almost 4%.
- 6.10 Income generated from **Car Parking** has been consistently lower than the level budgeted for a number of years and significant changes to the charging strategy were introduced after a review undertaken in 2012. However, the combined impact of the recession and internet shopping on the high street and visitor numbers, and increasing private sector parking facilities makes it difficult to quantify any benefit that may have been realised from the changes. In addition, the budget for parking income increased by £45,300 for this year and there is now a deficit of 22% against the new level up to the end of September 2013.
- 6.11 The total income from the various **Waste and Recycling Collection Services** is lower than the expected levels, with income from the Bring Sites, down by more than 31% against the first six months' target, being one of the areas of most concern. The recent review of the Bring Site service determined that there was an over provision and only those sites providing best value to the public are to be retained. There has also been a significant drop in market prices for plastics and other recyclables and the credits from Plastics and Card is 27% lower than the budget levels set.

- 6.12 Adjustments for rent recovered from **Industrial Estates** now sold helped in 2012/13 to offset the full effects of the downturn in the property market. Although the income from the corporate properties is currently achieving to the budget level, until new sites have been identified for purchase and marketed, it is likely that there will be a shortfall against the expected rent levels by the year end.
- 6.13 The high street and town centres continue to be affected by the economic recession and changing trends in consumer spending. Shop vacancy rates are averaging 14% across the country and recent research indicates that the number of shops is likely to fall by as much as 20% over the next five years. In spite of a credit in the region of £63,000 due following the reconciliation after the end of last year, rental income from the **Lanes** is down 1% against the target for the first six months.

7. S.106 COMMUTED SUMS

- 7.1 As at 30th September 2013 balances totalling £1,715,465 are held in respect of Section 106 agreements and other commuted sums, with a further £4,942,939 expected. The expected sums, for the most part, relate to agreements for sites yet to be developed and include negotiated items that, in view of the terms of the agreement, may not be due until later phases of development. These sums are to be used for the provision and future maintenance of public open spaces, school buildings, children's play areas, cycleways and transport facilities etc.
- 7.2 The City Council acts as custodian only for £1,194,096 of the sums held, in respect of projects for which Cumbria County Council is responsible, including the Public Realm and Castle Way. Should the County Council not progress these projects, or they remain incomplete within the agreed deadlines, the custodial sums must be repaid, along with a premium for interest, to the Developers. A summary of the balances retained is set out in the table below:

Commuted Sums 2013/2014	Opening Balance & Receipts	Spend	Retained Balance 30/09/13	Expected Sums
	(£)	(£)	(£)	(£)
Affordable Housing Contributions	15,000	0	15,000	254,373
Castle Way & Public Realm	732,841	0	732,841	0
Education	0	0	0	3,500,000
Play Areas & Facilities	239,009	4,728	234,281	69,310
Public Open Spaces Provision/Maintenance	326,125	54,037	272,088	421,762
Sports Provision/Maintenance	0	0	0	48,584
Transport & Pedestrianisation	475,337	14,082	461,255	321,785
Total	1,788,312	72,847	1,715,465	4,615,814

8. DIRECTION OF TRAVEL

8.1 Balance Sheet Management

In line with CIPFA guidance and good practice, information relating to significant items on the Council's balance sheet is shown below. The information concentrates on those items that may have a material impact on the Council if not reviewed on a regular basis.

Balance Sheet item	Balance at 31/03/2013	Balance at 30/09/2013	Note
Investments	£18.7m	£23.4m	(i)
Loans	£15.0m	£15.0m	(ii)
Debtors	£1.07m	£1.82m	(iii)
Creditors	£0.06m	£0.31m	

- (i) The anticipated return on these investments is estimated at £473,100 for 2013/14 with current projections anticipated to be significantly below this target.
- (ii) The cost of managing this debt, in terms of interest payable, is budgeted at £1,319,000 in 2013/14 with costs currently on target. There are no proposals for further borrowing during 2013/14, although the position will need to be kept under review.
- (iii) There may be a significant impact on the cash flow of the Council if outstanding debts are not received. Any debts deemed to be irrecoverable are written off against a bad debt provision set up specifically for this purpose. Other significant debts relate to Council Tax, NNDR and Housing Benefit overpayments, and the level of the Council's Bad Debt Provision will need to be reviewed in response to recent changes in the welfare system.
- (iv) Use of Reserves: The usage and level of all Council reserves are set out in the Medium Term Financial Plan (RD36/13), approved by Council in September 2013. It is anticipated that £0.4m will be required from the Council's Revenue Reserves to fund expenditure in 2013/14, including £667,400 of 2012/13 carry forwards. Any under or overspend at the year end will adjust the balance transferred to or from the reserve. Council reserves are under significant pressure for 2013/14 and the savings strategy approved in February 2013 will help to resolve the projected deficit. However, further savings must be identified to replenish usable revenue reserves to the minimum required.

- (v) The Council's VAT partial exemption calculation for the period ending 30th September 2013 is still being calculated but is likely to be well below the 5% limit set by HMRC.

9. CONSULTATION

9.1 Consultation to date.

SMT and JMT have considered the issues raised in this report.

9.2 Consultation Proposed

Resources Overview and Scrutiny Panel will consider the report on 28th November 2013.

10. CONCLUSION AND REASONS FOR RECOMMENDATIONS

10.1 The Executive is asked to:

- (i) Note the budgetary performance position of the Council to September 2013.

11. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

11.1 The Council's budget is set in accordance with the priorities of the Carlisle Plan and the position for the first six months of 2013/14 shows the delivery of these priorities within budget.

Contact Officer: Maureen McCartney

Ext: 7291

**Appendices A1 to A6
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: SMT and JMT have been involved in the preparation of this report. Risks to budgets and development of ongoing impact of issues identified are monitored carefully and appropriate action taken.

Chief Executive's – N/A

Community Engagement – N/A

Economic Development – N/A

Governance – The Council has a fiduciary duty to manage its finances properly and the proper reporting of budget monitoring is part of this process.

Local Environment – N/A

Resources – Financial implications are contained within the main body of the report.

REVENUE BUDGET MONITORING 2013/14

CHIEF EXECUTIVE'S TEAM	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2013	£	£	£	£
Annual Budget	1,499,800	(33,100)	(1,290,500)	176,200
Budget to date	716,100	(19,340)	(638,737)	58,023
Total Actual	717,728	(21,379)	(629,939)	66,410
Adjusted Variance	1,628	(2,039)	8,798	8,387

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Policy and Communications	1	20,594	(160)	247	20,681
Miscellaneous	2	(18,966)	(1,879)	8,551	(12,294)
Total Variance to date		1,628	(2,039)	8,798	8,387

Note	Chief Executive's Team - Comments
1.	Shortfall against savings target
2.	Various net minor underspends across the service.

REVENUE BUDGET MONITORING 2013/14

COMMUNITY ENGAGEMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2013	£	£	£	£
Annual Budget	13,267,400	(4,685,700)	(1,321,700)	7,260,000
Budget to date	7,195,033	(3,039,704)	(661,118)	3,494,211
Total Actual	7,218,207	(3,099,816)	(660,836)	3,457,556
Adjusted Variance	23,174	(60,112)	282	(36,655)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Hostels & Homeshares	1	15,686	37,317	0	53,003
Customer Contact Section	2	(77)	(35,348)	208	(35,217)
Revenues and Benefits Shared Service	3	(14,700)	(14,635)	0	(29,336)
Miscellaneous	4	22,266	(47,445)	74	(25,105)
Total Variance to date		23,174	(60,112)	282	(36,655)

Note	Community Engagement - Comments
1.	Overspends include service review costs, staffing and charging structure changes not yet implemented.
2.	Additional income for reception services provided in 2011/12 and 2012/13
3.	Underspent shared services staffing costs; and increased contributions
4.	Net underspend relates to miscellaneous variances and grant income to be allocated across services.

REVENUE BUDGET MONITORING 2013/14

ECONOMIC DEVELOPMENT	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2013	£	£	£	£
Annual Budget	3,503,400	(1,203,700)	(611,200)	1,688,500
Budget to date	1,730,065	(658,986)	(305,726)	765,353
Total Actual	1,775,833	(646,362)	(305,600)	823,871
Adjusted Variance	45,768	12,624	126	58,518

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Building Control	1	(6,150)	22,392	0	16,242
Enterprise Centre	2	1,954	16,041	0	17,995
Tourist Information Centres	3	(7,285)	30,511	0	23,227
Development Control	4	59,279	(35,590)	0	23,689
Miscellaneous	5	(2,031)	(20,729)	126	(22,634)
Total Variance to date		45,768	12,624	126	58,518

Note	Economic Development - Comments
1.	Fees' income shortfall
2.	Income shortfall from lettings due to empty business units
3.	Underspent staffing and supplies; offset by shortfalls on accommodation bookings' commission and ticket sales.
4.	Overspend includes £61,800 Airport application legal expenses, partly offset by fees' income surplus.
5.	Net variance includes income shortfall against budgets to date.

REVENUE BUDGET MONITORING 2013/14

GOVERNANCE	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2013	£	£	£	£
Annual Budget	3,227,700	(590,300)	(826,300)	1,811,100
Budget to date	1,610,530	(386,110)	(413,320)	811,100
Total Actual	1,591,672	(394,245)	(413,146)	784,281
Adjusted Variance	(18,858)	(8,135)	174	(26,819)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Miscellaneous	1	(18,858)	(8,135)	174	(26,819)
Total Variance to date		(18,858)	(8,135)	174	(26,819)

Note	Governance - Comments
1.	Underspent expenses and surplus income across the services

REVENUE BUDGET MONITORING 2013/14

LOCAL ENVIRONMENT	Gross Expenditure	Gross Income	Recharges	Total
Position as at 30th September 2013	£	£	£	£
Annual Budget	14,668,000	(6,076,500)	(2,580,100)	6,011,400
Budget to date	7,916,045	(3,223,288)	(1,291,876)	3,400,881
Total Actual	7,557,727	(3,010,022)	(1,291,353)	3,256,353
Adjusted Variance	(358,318)	213,266	523	(144,528)

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Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Bereavement Services	1	(18,692)	(18,591)	38	(37,246)
Neighbourhoods and Green Spaces	2	(24,616)	(23,227)	97	(47,746)
Off Street Parking	3	(22,190)	151,508	62	129,380
On Street Parking	4	(15,602)	57,329	0	41,726
Misc Environmental Expenses	5	(19,452)	0	0	(19,452)
City Lighting	6	(45,483)	0	0	(45,483)
Recycling & Waste Collection	7	(66,446)	8,136	110	(58,201)
Street Cleaning	8	(17,371)	(990)	0	(18,361)
Clean Up Carlisle	9	(30,524)	(3,912)	61	(34,375)
Miscellaneous	10	(97,941)	43,014	155	(54,771)
Total Variance to date		(358,318)	213,266	523	(144,528)

REVENUE BUDGET MONITORING 2013/14

Note	Local Environment - Comments
17	<ol style="list-style-type: none"> 1. Underspent premises repairs and improvement in cremations' fees income. 2. Underspent premises, equipment and materials; grants and surplus miscellaneous income 3. Underspent staffing (£52,100) into Salary Turnover Savings; windfall (£45,500) from Lower Viaduct and John Street car parks backdated sewerage charge rebate offset by NNDR £27,600 increase; shortfall on ticket sales and PCNs' income. 4. Net overspend after savings in administration costs and income shortfall from PCNs etc. 5. Underspends on Councillors' small scale community schemes 6. Underspent lighting maintenance and energy savings. Charging mechanism to be introduced for County works. 7. Efficiency savings on tipping charges (£28,800), transport hire and repairs (£33,000), partly offset by income shortfall. 8. Efficiency savings on transport and cost of materials following purchase of new fleet of vehicles. 9. Underspent expenses, any residual at the year end to be rolled forward to fund the scheme's completion. 10. Various minor underspends more than offset income shortfalls across the services.

REVENUE BUDGET MONITORING 2013/14

RESOURCES	Gross Expenditure	Gross Income	Recharges	Adjusted Total
Position as at 30th September 2013	£	£	£	£
Annual Budget	38,807,100	(35,333,000)	(6,807,200)	(3,333,100)
Budget to date	18,416,604	(18,328,985)	(3,617,291)	(3,529,672)
Total Actual	18,224,931	(18,326,089)	(3,588,805)	(3,689,963)
Adjusted Variance	(191,673)	2,896	28,486	(160,291)

Analysis of Variances		Expenditure Variance	Income Variance	Recharges Variance	Adjusted Variance
Service	Note	£	£	£	£
Public Conveniences	1	(17,069)	202	0	(16,867)
Treasury & Debt Management	2	(3,711)	107,887	0	104,176
Non Distributed Costs	3	(95,033)	0	0	(95,033)
Other Financial Costs	4	(87,409)	(69,647)	0	(157,056)
Corporate Management	5	25,393	0	0	25,393
Miscellaneous	6	(13,844)	(35,546)	28,486	(20,903)
Total Variance to date		(191,673)	2,896	28,486	(160,291)

Note	Resources - Comments
	<ol style="list-style-type: none"> 1. Underspent premises expenses and (£9,700) provision for final Superloo lease charge 2. Continued decline in average interest rates is having a negative impact on investment income target. 3. Includes savings on shared service pension costs. 4. Improvements in savings from Salary Turnover (£70,400) and Living Wage costs (£19,700); and surplus income includes (£32,200) New Homes Bonus, (£19,800) Transition Grant for Rural LA's, (£16,400) New Burdens' Grants and (£11,500) compensation, offset by £6,800 shortfall on Council Tax Freeze Grant. 5. Overspend on bank and credit card charges. 6. Various minor overspends and surplus income, partly offset by recharged expenses shortfall.

Report to Executive

Agenda
Item:

A.10

Meeting Date: 18 November 2013
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: CAPITAL BUDGET OVERVIEW AND MONITORING REPORT:
APRIL TO SEPTEMBER 2013
Report of: DIRECTOR OF RESOURCES
Report Number: RD50/13

Purpose / Summary:

This report provides an overview of the budgetary position of the City Council's capital programme for the period April to September 2013. Some of the issues in this report are considered elsewhere on the agenda in RD56/13.

Recommendations:

The Executive is asked to:

- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to September 2013;
- (ii) Use the information in this report to inform the budget considerations for 2014/15 onwards;
- (iii) Note the recommendations to Council to approve reprofiling of £710,000 from 2013/14 as detailed in RD56/13 elsewhere on the agenda;
- (iv) Note the Director of Resources has approved a virement of £18,300 from the vehicle replacement programme to purchase route optimisation software for Waste Services. This is not included in the figures in the report;
- (v) Approve a virement of up to £60,000 from projected underspends on the 2013/14 vehicle replacement programme to fund the one off capital costs of leisure initiatives.

Tracking

Executive:	18 November 2013
Overview and Scrutiny:	28 November 2013
Council:	

1. BACKGROUND

- 1.1 In accordance with the City Council's Financial Procedure Rules, the Director of Resources is required to report to the Executive on the overall budget position, the monitoring and control of expenditure against budget allocations and the exercise of virement on a regular basis. It is the responsibility of individual Directors to control income and expenditure within their areas of responsibility and to monitor performance, taking account of financial information provided by the Director of Resources.
- 1.2 All Managers receive a monthly budget monitoring report covering their areas of responsibility. Information is collated from the main accounting system and then adjusted to correct any known budget profiling trends, timing differences and commitments. The report has been developed in line with the need to provide sound financial management information to inform the decision making process.
- 1.3 Throughout the report, the use of brackets indicates a credit or income budget, and the term underspend also relates to additional income generated.
- 1.4 It is important to understand the distinction between capital and revenue expenditure.

The general rule is that all expenditure must be treated as revenue expenditure unless it meets strict criteria allowing it to be treated as capital expenditure.

Capital expenditure is for fixed assets such as acquisition of land and buildings, construction, conversion or enhancement of existing buildings, or the purchase of new technology, vehicles, plant, machinery or equipment that yields benefits to the Council and the services it provides for more than one year.

Revenue expenditure is for the day to day running costs of providing Council services such as staff costs, premises, transport, and goods and services used in the delivery of services.

2. CAPITAL BUDGET OVERVIEW

- 2.1 The following statement shows the annual capital programme for 2013/14:

2013/14 Capital Budget	£
Original 2013/14 Programme (approved Feb 2013)	9,280,000
Carry forwards from 2012/13 (RD11/13 Council 16/7/13)	1,828,700
Removal of budgets (RD11/13 Council 16/7/13)	(6,348,500)
2013/14 Capital Programme (RD11/13 Council 16/07/13)	4,760,200
Direct Revenue Financing - Customer Contact Centre (OD 014/13 26/03/13)	40,000
Direct Revenue Financing - Employee Payment & Resource Management System (RD07/13 Executive 7/05/13)	70,000
Bring Sites Review (LE21/13 Council 16/07/13)	227,000
Reprofiling of Arts Centre (CD47/13 Council 10/09/13)	(200,000)
Purple Sacks Review (LE28/13 Council 10/09/13)	69,500
Empty Property Initiative (CD42/13 Council 16/07/13)	305,700
Asset Review Business Plan Reinvestment (RD20/13 Executive 05/08/13)	1,312,500
Asset Review Business Plan Reinvestment	1,400,000
Revised 2013/14 Capital Programme (at Sept 2013)	7,984,900
Carry forwards into 2014/15 (Subject to Council Approval)	(710,000)
Old Town Hall Phase 2 Reprofiling (Subject to Council Approval ED236/13 5/11/13)	62,000
Cenotaph Funding (Subject to Council Approval RD43/13 5/11/13)	67,000
Revised 2013/14 Capital Programme (Sept 2013 RD56/13)	7,403,900

2.2 A breakdown of the revised capital programme can be found in **Appendix A**.

3. 2013/14 BUDGET MONITORING

3.1 The position statement as at September 2013 can be summarised as follows:

Directorate	Revised Annual Budget £	Budget to Date £	Spend to date £	Variance to date £	Carry forwards identified £	Para. Ref.
Resources	3,939,400	372,172	323,780	(48,392)	0	3.4
Community Engagement	2,469,400	982,729	838,624	(144,105)	0	3.5
Local Environment	434,600	18,211	457	(17,754)	0	3.6
Economic Development	560,500	298,500	301,331	2,831	0	3.7
Total	7,403,900	1,671,612	1,464,192	(207,420)	0	

A detailed analysis of the schemes within each directorate can be found in **Appendices B to E** with the main issues for each directorate being summarised in the paragraphs below.

3.2 As at the end of September, expenditure of £1,464,192 has been incurred. When considered against the profiled budget of £1,671,612 this equates to an underspend of £207,420.

3.3 A projected outturn position has been undertaken which has identified that £710,000 as needing profiled into future years. This relates to Castle Way S106 (£300,000), Public Realm S106 (£360,000) and Enhancements to Council Properties (£50,000). Carry forwards will be limited to the amount of underspend at the year end. **(The Executive is asked to consider, for recommendation to Full Council, these carry forwards requests).**

The revised annual budget of £7,403,900 incorporates the findings of the review of the 2013/14 capital programme. The unspent balance remaining of the revised annual budget of £7,403,900 is £5,939,708 as at September 2013. This will be closely monitored over the following months to identify accurate project profiles and any potential slippage into future years.

3.4 The variance in Resources is attributable to the following:

- (i) An underspend on Planned Enhancements to Council Properties. Some work planned for the Civic Centre has been delayed and will now be carried out in 2014/15.
- (ii) An overspend on Town Clocks Invest to Save initiative. Funding is provided for this project from revenue savings generated from the work.
- (iii) An underspend on vehicle replacement purchases to date. The Director of Resources has approved a virement (£18,300) from the vehicle replacement programme to fund the purchase of route optimisation software. The software will allow the Council to fulfil a legal requirement for route risk assessment and allow performance management and modelling of domestic waste collection service rounds.
- (iv) **The Executive is asked to approve a virement of up to £60,000 from a projected underspend at year end on the 2013/14 vehicle replacement to fund the one-off capital costs of leisure initiatives.**

3.5 The variance in Community Engagement is attributable to the following:

- (i) An underspend on Disabled Facilities Grants. The take up of DFGs has been slower at the start of this financial year compared to other years and the position will be closely monitored to determine whether this will be an ongoing trend.

3.6 There are no significant variances to date in Local Environment.

3.7 There are no significant variances to date in Economic Development.

3.8 One scheme is included in the capital programme for 2013/14 that requires a report to be presented to the Executive for the release of funding before the project can go ahead.

Scheme	Budget £	Note
Public Realm	100,000	
Total	100,000	

3.9 The information used in this report will be used to inform the 2014/15 budget process with initial budget reports being considered elsewhere on the agenda.

4. FINANCING

4.1 The 2013/14 capital programme can be financed as follows:

	£
Total Programme to be financed (para 2.1)	7,403,900
<u>Financed by:</u>	
Capital Receipts (including PRTB receipts)	5,623,800
Capital Grants	
• Disabled Facilities Grant	663,000
• General	320,600
Direct Revenue Financing	314,800
Other Contributions	56,800
Earmarked Reserves	424,900
Internal Borrowing	0
Total Financing	7,403,900

5. CAPITAL RESOURCES

5.1 The following table shows the position as at September 2013 of the capital resources due to be received during 2013/14:

	2013/14 Budget	2013/14 Revised Budget	2013/14 Actual	2013/14 Not yet received	Note
	£	£	£	£	
Capital Receipts					
· General	(660,000)	(660,000)	(5,000)	655,000	1
· Asset Review	(21,218,000)	(2,218,000)	0	2,218,000	1
· Vehicle Sales	0	0	(147,884)	(147,884)	2
· Renovation Grants repaid	0	0	(1,488)	(1,488)	
· PRTB Sharing agreement	(150,000)	(150,000)	(3,443)	146,557	3
Capital Grants					
· Disabled Facilities Grant	(663,000)	(663,000)	(667,717)	(4,717)	
· Old Town Hall	(33,700)	(33,700)	0	33,700	
· General	(255,700)	(282,700)	(255,724)	26,976	
Capital Contributions					
· Section 106	(716,800)	(56,800)	0	56,800	4
· General	0	0	(1,370)	(1,370)	
Total	(23,697,200)	(4,064,200)	(1,082,626)	2,981,574	

Notes:

1. Receipts for 2013/14 are anticipated to be received from the Lovells agreement (£160,000), general capital receipts (£250,000) and Hostel replacement (£250,000). The asset review sales anticipated to be received have been revised downwards to reflect delays in realising receipts.
2. Included within vehicle sales are receipts of £81,468 for individual vehicle sales that are below the deminimis of £10,000 for capital receipts. These will be transferred to revenue at the year end and will be used to fund the capital programme in line with the capital strategy.
3. PRTB income for the year is received on 28 April following the year-end but is accrued into the relevant year. It should be noted that Riverside Group are currently preparing forecasts for PRTB receipts for 2013/14 and the current payment due to the Council is £238,913 based on 11 sales to date as at 30 September. This position is being monitored regularly and forecast projections for 2013/14 will be provided in a future report to the Executive. The income received to date relates to an adjustment on the 2012/13 receipts received.
4. Contributions from Section 106 agreements to Castle Way scheme (£46,800) and Public Realm S106 (£10,000). Although the monies have been received this will be a year end accounting adjustment. The reductions relate to reprofiling into 2014/15.

6. BALANCE SHEET MANAGEMENT

- 6.1 In line with CIPFA guidance and best practice, information relating to significant capital items on the Council's balance sheet is provided in this section. The information concentrates on those items that may have a material impact on the Council if not reviewed on a regular basis and will ensure that the Council is using its resources effectively and that appropriate governance arrangements are in place around the use of Council assets and liabilities.
- 6.2 Fixed assets are revalued on a five-year rolling programme to ensure that an up to date value is held in the balance sheet. The revaluation programme is the responsibility of Property Services. It should be noted that some expenditure will be incurred during the course of the year which can be correctly classified as capital expenditure, but which will not increase the value of any of the Council's assets. This expenditure is written off to the revaluation reserve or through the Comprehensive Income and Expenditure Account as appropriate.
- 6.3 The value of fixed assets is a significant part of the balance sheet. In the 2012/13 accounts, fixed assets totalled £153million (2011/12 £167million). This represents 91% of the net current assets of the City Council.
- 6.4 Debtors
This relates to the amount of income due to the Council that has not yet been received. For capital items, this mainly relates to grants and contributions that the Council is able to claim towards funding capital expenditure, and receipts for the Council's share of the PRTB (Preserved Right to Buy) agreement. Generally capital debtors arise due to timing differences where a cut off point occurs (e.g. the financial year-end) and/or expenditure has been incurred in advance of making the grant claim. As at 30 September 2013 debtors of £90,974 (£399,769 at 31 March 2013) were outstanding for capital grants, contributions and receipts. PRTB receipts for 2012/13 were received in April in accordance with the agreement.
- 6.5 Creditors
This is the amount of money due to be paid by the Council for goods and services received from its external customers and contractors. For capital schemes this also includes retentions i.e. the amount due to the contractor after a specified period (normally one year) following the completion of a project; this time is used to assess and correct any defects outstanding on the scheme. Amounts earmarked for retention as at June 2013 totalled £112,644 (£388,758 at 31 March 2013).

7. PERFORMANCE

- 7.1 The 2013/14 programme has been kept to a level that takes account of the Council's ability to deliver schemes with regard to capacity and available resources. Work is ongoing to continue to monitor the profiling of budgets, and these are adjusted to reflect progress in current capital schemes. It is likely that there will still be a requirement for some carry forwards at the year end due to further slippage and delays on projects.
- 7.2 Senior Management Team will provide strategic overview and monitor the effectiveness of the overall programme of work in delivering the Council's priorities and objectives. Technical project support and quality assurance of business cases and associated project management activities will be managed by a Corporate Programme Board chaired by the Chief Executive. Decisions to proceed or otherwise with proposed projects will be made in the usual way in accordance with the Council decision making framework.
- 7.3 A review of all capital expenditure incurred is ongoing to ensure that the expenditure has been correctly allocated between revenue and capital schemes. This will facilitate the year end classification of assets.

8. CONSULTATION

- 8.1 Consultation to Date
SMT & JMT have considered the issues raised in this report.
- 8.2 Consultation Proposed
Resources Overview & Scrutiny Panel will consider the report on 28 November 2013.

9. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 9.1 The Executive is asked to:
- (i) Note and comment on the budgetary position and performance aspects of the capital programme for the period April to September 2013;
 - (ii) Use the information in this report to inform the budget considerations for 2014/15 onwards;
 - (iii) Note the recommendations to Council to approve reprofiling of £710,000 from 2013/14 as detailed in RD56/13 elsewhere on the agenda;
 - (iv) Note the Director of Resources has approved a virement of £18,300 from the vehicle replacement programme to purchase route optimisation software for Waste Services. This is not included in the figures in the report.

- (v) Approve a virement of up to £60,000 from projected underspends on the 2013/14 vehicle replacement programme to fund the one off capital costs of leisure initiatives.

10. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 10.1 The Council's capital programme reflects the current priorities in the Carlisle Plan e.g. Arts Centre and Public Realm work.

Contact Officer: Emma Gillespie

Ext: 7289

**Appendices A to E
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 – Not applicable

Community Engagement – Not applicable

Economic Development – Not applicable

Governance – The Council has a fiduciary duty to manage its finances properly and the proper reporting of budget monitoring is part of this process

Local Environment – Not applicable

Resources – Financial implications are contained in the main body of the report.

Scheme	Original Capital Programme 2013/14 £	Carry Forwards from 2012/13 £	Other Adjustments 2012/13 Outturn £	Other Adjustments £	Proposed Carry Forwards £	Revised Capital Programme 2013/14 £
Current non-recurring commitments						
Public Realm (S106)	330,000	40,000	0		(360,000)	10,000
Clean Up Carlisle	12,000	8,500	0			20,500
	342,000	48,500	0	0	(360,000)	30,500
Recurring commitments						
Asset Review Purchases/Expenditure	6,272,500	0	(6,272,500)	2,712,500		2,712,500
Planned Enhancements to Council Property	300,000	0	0		(50,000)	250,000
Vehicles, Plant & Equipment	259,500	311,000	0			570,500
ICT Shared Service	114,000	108,300	0			222,300
IT Equipment	79,000	0	(76,000)			3,000
	7,025,000	419,300	(6,348,500)	2,712,500	(50,000)	3,758,300
New non-recurring commitments						
Arts Centre	250,000	0	0	(200,000)		50,000
Public Realm Work	100,000	0	0			100,000
Paternoster Row	100,000	0	0			100,000
Harraby School and Community Campus contribution	600,000	0	0			600,000
Customer Contact Centre	0	0	0	40,000		40,000
Employee Payment & Resource Management System	0	0	0	70,000		70,000
Bring Sites Review	0	0	0	227,000		227,000
Purple Sacks Review	0	0	0	69,500		69,500
Empty Property Initiative	0	0	0	305,700		305,700
Cenotaph	0	0	0	67,000		67,000
Old Town Hall Phase 2	0	0	0	62,000		62,000
	1,050,000	0	0	641,200	0	1,691,200
Disabled Facilities Grants						
Private Sector Grants	863,000	0	0			863,000
	863,000	0	0	0	0	863,000
Continuing Schemes						
Play Area Developments	0	6,200	0			6,200
Old Town Hall	0	298,500	0			298,500
Trinity Church MUGA	0	2,100	0			2,100
Castle Street Public Realm	0	10,000	0			10,000
Female & Families Accommodation	0	608,600	0			608,600
Kingstown Industrial Estate	0	32,900	0			32,900
PCIDSS Capital	0	30,600	0			30,600
Document Image Processing	0	13,500	0			13,500
Connect 2 Cycleway	0	11,700	0			11,700
Castle Way (S106)	0	346,800	0		(300,000)	46,800
	0	1,360,900	0	0	(300,000)	1,060,900
TOTAL	9,280,000	1,828,700	(6,348,500)	3,353,700	(710,000)	7,403,900

RESOURCES

Scheme	Annual Budget	Proposed Carry Forwards	Revised Annual Budget	Budget to date	Expenditure to date	Variance to date	Details of major variance
IT Shared Service	225,300	0	225,300	2,262	(3,056)	(5,318)	Part of Shared Service Business Case. Credit received for expenditure charged in 2012/13.
Planned Enhancements to Council Property	300,000	(50,000)	250,000	85,506	39,665	(45,841)	Budget released by Executive 8/4/13 (RD01/13). Slippage of £50,000 into 2014/15 for improvements to Civic Centre.
Town Clocks Invest to Save	0	0	0	0	12,799	12,799	To fit auto-winding and regulation of town clocks. Revenue savings will be generated to repay the capital investment.
Vehicles & Plant	570,500	0	570,500	270,000	261,584	(8,416)	Underspend to date on replacements.
Document Image Processing	13,500	0	13,500	6,754	8,929	2,175	Phased implementation in progress.
PCIDSS Capital	30,600	0	30,600	7,650	3,858	(3,792)	Implementation costs for a new security standard in line with the Payment Card Industry (RD26/12 Executive 6/8/12).
Employee Payment & Resource Management System	70,000	0	70,000	0	0	0	Approved by Executive 7/5/13 (RD07/13).
Asset Management Plan	2,712,500	0	2,712,500	0	1	1	A five year Development and Investment Plan for the City Council's property portfolio with the aim of delivering additional income or reduced costs in the revenue account on a recurring basis. The budgets have been returned to reserves and earmarked for asset purchases to be released back into the programme by Executive when such acquisition opportunities become available.
Cenotaph	67,000	0	67,000	0	0	0	Recommended by Executive (RD34/13) on 30/09/13 to Council for approval on 5/11/13.
Grand Total	3,989,400	(50,000)	3,939,400	372,172	323,780	(48,392)	

COMMUNITY ENGAGEMENT

Scheme	Annual Budget	Proposed Carry Forwards	Revised Annual Budget	Budget to date	Expenditure to date	Variance to date	Details of major variance
Customer Services	40,000	0	40,000	20,012	26,163	6,151	Improvements to Civic Centre reception/foyer area funded from additional revenue income generated. (OD 14/13 26.03.13)
Disabled Facilities Grants	863,000	0	863,000	431,673	277,180	(154,493)	The take up of DFGs has been slower at the start of this financial year compared to other years and the position will be closely monitored to determine whether this will be an ongoing trend.
Housing - Investment in Empty Homes	0	0	0	0	1,000	1,000	Outstanding commitment from previous year schemes.
Empty Properties Initiative	305,700	0	305,700	0	4,980	4,980	Approved by Council 16/07/13 (CD42/13) to allow the provision of loans and grants to be made to owners of empty property and assist in bringing them back into use..
Families Accommodation Replacement	608,600	0	608,600	529,994	527,907	(2,087)	Project complete. Opening day held 15/07/13. Final account awaited.
Trinity Church Multi Use Games Area	2,100	0	2,100	1,050	0	(1,050)	Budget provided to allow replacement of existing seat and grass resurfacing.
Harraby School and Community Campus Contribution	600,000	0	600,000	0	1,394	1,394	Budget released by Executive 11/13/13 (SD02/13). Contribution to project expected to be made December 2013.
Art Centre	50,000	0	50,000	0	0	0	Revised scheme approved by Council (CD47/13 10/09/13)
Grand Total	2,469,400	0	2,469,400	982,729	838,624	(144,105)	

LOCAL ENVIRONMENT

Scheme	Annual Budget	Proposed Carry Forwards	Revised Annual Budget	Budget to date	Expenditure to date	Variance to date	Details of major variance
Play Areas	6,200	0	6,200	3,103	0	(3,103)	Budget provided for additional furniture/equipment at St James Park and Richmond Green play areas.
Chances Park	0	0	0	0	(1,000)	(1,000)	Retention less than expected.
Kingstown Industrial Estate Roads	32,900	0	32,900	0	0	0	To complete refurbishment of Kingstown Broadway North carriageway to 10 year design life including additional works to a number of access crossings.
Castle Street Public Realm Improvements	10,000	0	10,000	5,002	1,052	(3,950)	To complete scheduled works carried over from 2012/13.
Connect 2 Cycleway	11,700	0	11,700	5,854	0	(5,854)	To ensure works required to ensure adoption of the cycleway can be completed.
Clean Up Carlisle	20,500	0	20,500	4,252	0	(4,252)	Approved by Council 17/07/12 (LE22/12). Budget required to ensure the 2 year Clean Up Carlisle Campaign can be completed and full benefits received.
Public Realm (S106)	370,000	(360,000)	10,000	0	350	350	Approved by Executive 3/9/12 (RD34/12). Funded by Section 106 monies. Slippage into 2014/15.
Castle Way (S106)	346,800	(300,000)	46,800	0	55	55	Approved by Executive 11/4/12 (RD01/12). Funded by Section 106 monies. Slippage into 2014/15.
Bring Sites Review	227,000	0	227,000	0	0	0	Approved by Council 16/07/13 (LE21/13) to purchase vehicle and equipment required to provide an in-house service. Use of capital receipts will be repaid from revenue savings.
Purple Sacks Review	69,500	0	69,500	0	0	0	Approved by Council 10/09/13 (LE28/13) to purchase additional wheeled bins and gull sacks.
Grand Total	1,094,600	(660,000)	434,600	18,211	457	(17,754)	

ECONOMIC DEVELOPMENT

Scheme	Annual Budget	Proposed Carry Forwards	Revised Annual Budget	Budget to date	Expenditure to date	Variance to date	Details of major variance
Public Realm Work	100,000	0	100,000	0	0	0	Budget still to be released by Executive.
Old Town Hall - Strategic TIC	298,500	0	298,500	298,500	300,879	2,379	Revised project approved by Council 13/11/12. There is potential for an overspend on this project due to the funding partner changing their mind about supporting additional work agreed over the original tender amount.
Old Town Hall Phase 2	62,000	0	62,000	0	0	0	Recommended by Executive (ED27/13) on 30/09/13 to Council for approval on 5/11/13.
Paternoster Row	100,000	0	100,000	0	0	0	Approved by Executive 17/12/12 (ED37/12).
EA Central Plaza	0	0	0	0	452	452	Implementation on an Urgent Works Notice under Section 54 of the Planning (Listed Buildings and Conservation Areas) Act 1990 to be funded from the Conservation Fund approved by Executive 30.08.11 (ED29/11)
Grand Total	560,500	0	560,500	298,500	301,331	2,831	

Report to Executive

Agenda
Item:

Meeting Date: 18 November 2013

Portfolio: Cross Cutting

Key Decision: Not applicable

Within Policy and
Budget Framework No

Public / Private Public

Title: Dates and Times of Meetings 2014/15

Report of: Director of Governance

Report Number: GD.51/13

Purpose / Summary:

To consider dates and times for meeting of the City Council, Executive, Overview and Scrutiny Panels, Audit Committee and the Regulatory Committees for the 2014/15 municipal year, including additional meetings required as a result of the proposed change in date for the local elections from 1 May 2014 to 22 May 2013.

Recommendations:

- (1) The observations of the Executive are requested on the schedule of dates and times for meetings in the 2014/15 Municipal Year, including the additional meetings scheduled for May 2014, 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.
- (3) That the change in date to the 2014 Elections be noted.

Tracking

Executive:	18 November 2013
Overview and Scrutiny:	7 November 2013
Council:	7 January 2014

1. BACKGROUND

- 1.0 The Government has proposed that the local Council Elections, scheduled for 1 May 2014, be combined with the European Parliamentary Elections on 22 May 2014.
- 1.2 The change to the Election date will have implications for the date of the Annual Council meeting in 2014. The legislation enabling the change to the date has not yet been passed and operational aspects of the change will include extending the term of office of existing Members until the fourth day after the postponed election date of 22 May 2014¹. The Council Procedure Rules 1.1 (which reflect the statutory provisions in the Local Government Act 1973²) state that “In a year when there is an ordinary election of Councillors, the Annual meeting will take place within 21 days of the retirement of the outgoing Councillors.”
- 1.3 The Annual Meeting of the Council will, therefore, have to take place within the usual 21 day period following the retirement of Councillors and has been diarised for 9 June 2014 in the proposed calendar of meetings attached.
- 1.4 Attached at Appendix A is a draft schedule of meeting dates for the City Council, the Executive, Overview and Scrutiny Panels and the Regulatory Committees for the 2014/15 Municipal Year.
- 1.1 The frequency of meetings is set out in the Constitution in respect of the Executive, Overview and 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;
Overview and 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

The Audit Committee will meet in July, September, January and April.

¹ Local Government Act 1972, Section 7

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 Dates and times for meetings of the Executive are at the discretion of the Leader and are currently every 4 weeks. The Constitution states that the Executive will meet at least 13 times per year. The additional meetings scheduled in May 2014 will ensure that the Executive meets 13 times in 2014/15 and will reduce the gap in between the meeting cycles. The additional Overview and Scrutiny Panels scheduled for May 2014 will be cancelled if there is no business to be considered.
- 1.4 During 2013/14 the Government introduced planning performance measures regarding speed and quality of decisions taken by Local Planning Authorities. The timely determination of major planning applications is therefore an indicator of good service. For those authorities which fall below the required service, major planning applications could be determined by the Planning Inspectorate with the consequential loss of income but still incurring procedural costs. In order to place the Council in a more robust position it is proposed to change the cycle of Development Control Committee meeting to a 5-weekly cycle as set out in Appendix A.
- 1.5 With regard to the Budget process, it is proposed that the Executive meeting scheduled for Monday 10 November 2014 will be an ordinary meeting that will also include consideration of the initial draft Budget reports. The budget reports then be circulated for consultation with the Overview and Scrutiny Panels as follows:-
Community – Tuesday 25 November 2014;
Environment and Economy – Thursday 27 November 2014;
Resources – Tuesday 2 December 2014;

The observations of the Overview and Scrutiny Panels will then be considered at a further special Executive meeting on Monday 8 December 2014.

It is proposed that the Executive will meet again on Monday 15 December 2014 to formally agree its draft Budget for consultation.

This consultation process will include the proposals being submitted to the scheduled meeting of the Resources Overview and Scrutiny Panel on Monday 5 January 2015 with their observations and other feedback being considered by the Executive at their meeting on Wednesday 14 January 2015.

The budget proposal will then go to a Special meeting of the City Council on 3 February 2015. At this stage there has been 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 had considered the draft timetable and any comments have been fed into the draft calendar.
- 2.2 Consultations had taken place with the Licensing Section, Economic Development and Resources on the scheduling of meetings. The Director of Resources comments on the arrangements for considering and processing the Budget and the views of Economic Development on the schedule of Development Control meetings have been incorporated in the schedule of meetings attached.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 2.1 In accordance with Procedure Rule 1.1 (x) that the dates and times of meetings in the Municipal Year 2014/15, including the additional meetings scheduled for May 2014, be approved as set out in the attached appendix.
- 2.2 That the dates and times of meetings of the Executive as chosen by the Leader be noted.
- 2.3 That the change to the date of the local elections and the later Annual Council in 2014 be noted.

Contact Officer: Rachel Rooney

Ext: 7039

Appendices Appendix A – Schedule of dates and times of meetings for 2014/15
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:

- Carlisle City Council's Constitution
- GD.05/13 – Dates and Times of Meetings 2013/14 from Council 8 January 2013.

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – Not applicable

Community Engagement – Not applicable

Economic Development – Not applicable

Governance – comments are incorporated in the report

Local Environment – Not applicable

Resources - Subject to the Council agreeing a schedule of meetings for Council, Overview and Scrutiny Committees 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 4 February 2014. 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.

May 2014

Mon	Tue	Wed	Thu	Fri	Sat	Sun
			1	2	3	4
5 Bank Holiday	6	7	8 10.00am Community Overview & Scrutiny Panel	9	10	11
12 4.00pm Executive	13 10.00am Resources Overview & Scrutiny Panel	14 10.00am Development Control Site Visits	15 10.00am Environment & Economy Overview & Scrutiny Panel	16 10.00am Development Control Committee	17	18
19	20	21 2.00pm Regulatory Panel	22 EUROPEAN AND LOCAL ELECTIONS	23	24	25
26 Bank Holiday	27	28	29	30	31	

June 2014

Mon	Tue	Wed	Thu	Fri	Sat	Sun
						1
2	3	4	5	6	7	8
9 11.00am Annual Council	10	11	12	13	14	15
16	17	18 9.55am Development Control Committee 10.00am Development Control Site Visits	19 10.00am Community Overview & Scrutiny Panel	20 10.00am Development Control Committee	21	22
23 4.00pm Executive	24	25 2.00pm Regulatory Panel followed by Licensing Committee	26 10.00am Resources Overview & Scrutiny Panel	27	28	29
30						

July 2014

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

August 2014

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

September 2014

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

October 2014

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

November 2014

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

December 2014

Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2 10.00am Resources Overview & Scrutiny Panel	3	4	5	6	7
8 4.00pm Special Executive	9	10 10.00am Development Control Site Visit	11	12 10.00am Development Control	13	14
15 4.00pm Executive	16	17 2.00pm Regulatory Panel	18	19	20	21
22	23	24	25 Christmas Day	26 Boxing Day	27	28
29	30	31				

January 2015

Mon	Tue	Wed	Thu	Fri	Sat	Sun
			1 New Years Day	2	3	4
5 10.00am Resources Overview & Scrutiny Panel	6 6.45pm Council	7	8	9	10	11
12	13 10.00am Audit Committee	14 10.00am Development Control Site Visit 4.00pm Executive	15 10.00am Community Overview & Scrutiny Panel	16 10.00am Development Control Committee	17	18
19	20	21 2.00pm Regulatory Panel followed by Licensing Committee	22 10.00am Environment & Economy Overview & Scrutiny Panel	23	24	25
26	27	28	29	30	31	

February 2015

Mon	Tue	Wed	Thu	Fri	Sat	Sun
						1
2 4.00pm Executive	3 6.45pm Special Council	4	5 10.00am Scrutiny Chairs Group	6	7	8
9	10	11	12	13	14	15
16	17	18 10.00am Development Control Site Visits	19	20 10.00am Development Control Committee	21	22
23	24	25 10.00am Regulatory Panel	26 10.00am Community Overview & Scrutiny Panel	27	28	

March 2015

Mon	Tue	Wed	Thu	Fri	Sat	Sun
						1
2 4.00pm Executive	3 6.45pm Council	4	5 10.00am Resources Overview & Scrutiny Panel	6	7	8
9	10	11	12 10.00am Environment & Economy Overview & Scrutiny Panel	13	14	15
16	17	18	19	20	21	22
23	24	25 10.00am Development Control Site Visits	26	27 10.00am Development Control Committee	28	29
30	31					

April 2015

Mon	Tue	Wed	Thu	Fri	Sat	Sun
		1 2.00pm Regulatory Panel followed by Licensing Committee	2	3 Good Friday	4	5
6 Easter Monday	7 4.00pm Executive	8	9 10.00am Scrutiny Chairs Group	10	11	12
13 10.00am Audit Committee	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28 6.45pm Council	29 10.00am Development Control Site Visits	30			

May 2015

Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1 10.00am Development Control Committee	2	3
4	5	6	7 Elections	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31