

Health & Wellbeing Scrutiny Panel

Agenda

Thursday, 15 November 2018 AT 10:00

In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

****A preparatory meeting for Members will be held at 9.15am in the Flensburg Room****

The Press and Public are welcome to attend for the consideration of any items which are public.

Members of the Health & Wellbeing Scrutiny Panel

Councillor Paton (Chairman), Councillors Sidgwick (S) (Vice Chairman), Carrigan, Crawford, Finlayson, Harid, Layden, and Mallinson

Substitutes:

Bainbridge, Bloxham, Bomford, Coleman, McDonald, McKerrell, and McNulty

PART A

To be considered when the Public and Press are present

Apologies for Absence

To receive apologies for absence and notification of substitutions.

Declarations of Interest (including declarations of “The Party Whip”)

Members are invited to declare any disclosable pecuniary interests, other registrable interests, and any interests, relating to any time 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

7 - 14

To note that Council, at its meeting of 6 November 2018, received and adopted the minutes of the Health and Wellbeing Scrutiny Panel meetings held on 23 August 2018 and 4 October 2018 (copy herewith).

The minutes of 23 August 2018 will be signed by the Chairman.

Minute Book Volume 45(3).

A.1 CALL-IN OF DECISIONS

To consider any matter which has been the subject of call-in.

A.2 OVERVIEW REPORT AND WORK PROGRAMME

15 - 20

Portfolio: Cross Cutting

Directorate: Cross Cutting

Officer: Michael Thompson, Overview and Scrutiny Officer

Report: OS.30/18 herewith

Background:

To consider a report providing an overview of matters related to the work of the Health and Wellbeing Scrutiny Panel.

Why is this item on the agenda?

The Health and Wellbeing Scrutiny Panel operates within a Work Programme which has been set for the 2018/19 municipal. The Programme is reviewed at every meeting so that it can be adjusted to reflect the wishes of the Panel and take into account items relevant to this Panel in the latest Notice of Executive Key Decisions.

What is the Panel being asked to do?

- Note the items on the most recent Notice of Executive Key Decisions
- Discuss the Work Programme and prioritise as necessary.

A.3 TULLIE HOUSE BUSINESS PLAN 2019/20 - 2020/21**21 - 58**

Portfolio: Culture, Heritage and Leisure

Directorate: Community Services

Officer: Darren Crossley, Deputy Chief Executive

Report: CS.34/18 herewith

Background:

The Deputy Chief Executive to submit the Tullie House Business Plan 2019-2021.

Why is this item on the agenda?

The matter was included on the Notice of Executive Key Decisions and will be considered by the Executive at its meeting of 10 December 2018.

What is the Panel being asked to do?

Consider the proposed core funding as detailed in the report. Review and scrutinise the Tullie House Business Plan before making any recommendations to Executive and Council for consideration.

A.4 Budget 2019/20 - 2023/24

Portfolio: Cross Cutting

Directorate: Finance and Resources

Officer: Alison Taylor, Corporate Director of Finance and Resources

Report: RD.22/18, CS.31/18, ED.37/18, GD.72/18, GD.87/18,
RD.23/18, GD.78/18, RD.27/18, RD.24/18

Members are reminded that the Budget Book was circulated to all Councillors on 2 November 2018. Members are asked to bring the Budget Book to the meeting. The Executive Decisions from 12 November 2018 will be tabled at the meeting.

Background:

The Corporate Director of Finance and Resources to submit the annual Budget reports.

Why is this item on the agenda?

Annual scrutiny as part of the budget process. The matter was included in the Notice of Executive Key Decisions and was considered by the Executive on 12 November 2018.

What is the Panel being asked to do?

Scrutinise the reports and provide feedback to the Executive for consideration at its meeting of 3 December.

A.5 QUARTER 2 PERFORMANCE REPORT 2018/19**59 - 90**

Portfolio: Finance, Governance and Resources

Directorate: Community Services

Officer: Gary Oliver, Policy and Performance Officer

Report: PC.21/18 herewith

Background:

The Policy and Communications to submit the second quarter performance against current services standards and a summary of the Carlisle Plan 2015 - 18 actions.

Why is this item on the agenda?

Quarterly performance monitoring report.

What is the Panel being asked to do?

Consider the performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.

PART B
To be considered in Private

-NIL-

Enquiries, requests for reports, background papers etc to:

Jacqui Issatt, Committee Clerk (01228) 817557 or
jacqui.issatt@carlisle.gov.uk

A copy of the agenda and reports is available on the Council's website at www.carlisle.gov.uk or
at the Civic Centre, Carlisle.

Minutes of previous meetings

HEALTH AND WELLBEING SCRUTINY PANEL

THURSDAY 4 OCTOBER 2018 AT 10.05AM

PRESENT: Councillor Paton (Chairman), Councillors Carrigan, Coleman (as substitute for Councillor S Sidgwick), Finlayson, Layden, Mallinson J, and McDonald (as substitute for Councillor Harid).

ALSO

PRESENT: Councillor Glendinning – Economy, Enterprise and Housing Portfolio Holder
Ms Richardson – Action with Communities in Cumbria (ACT)

OFFICERS: Homelessness Prevention and Accommodation Manager
Regulatory Services Manager
Principal Health and Housing Officer
Policy and Communications Manager
Overview and Scrutiny Officer

HWSP.55/18 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Harid and S Sidgwick.

HWSP.56/18 DECLARATIONS OF INTEREST

There were no declarations of interest submitted.

HWSP.57/18 PUBLIC AND PRESS

RESOLVED - It was agreed that the items of business in Part A be dealt with in public and Part B be dealt with in private.

HWSP.58/18 MINUTES OF PREVIOUS MEETINGS

RESOLVED – 1) It was noted that Council, on 17 July 2018, received and adopted the minutes of the meetings held on 29 March 2018 and 7 June 2018. The minutes were signed by the Chairman.

2) That the minutes of the meeting held on 23 August 2018 be approved.

HWSP.59/18 CALL IN OF DECISIONS

There were no items which had been the subject of call-in.

HWSP.60/18 OVERVIEW REPORT AND WORK PROGRAMME

The Overview and Scrutiny Officer presented report OS.22/18 which provided an overview of matters relating to the work of the Health and Wellbeing Scrutiny Panel.

The Overview and Scrutiny Officer reported that the most recent Notice of Executive Key Decisions, copies of which had been circulated to all Members, had been published on 14 September 2018. There were no items within the Panel's remit contained in the Notice that had not been included on the Panel's Work Programme.

The report included a table of the progress on resolutions from previous meetings of the Panel and the current Work Programme. The Overview and Scrutiny Officer highlighted a number of items within the Work Programme which had not been scheduled, he advised that he would seek to timetable those events prior to the next meeting of the Panel.

RESOLVED – That the Overview Report and Work Programme (OS.22/18) be noted.

HWSP.61/18 THE IMPACT OF THE HOMELESSNESS REDUCTION ACT

The Homelessness Prevention and Accommodation Manager (HPA Manager) submitted report GD.74/18 which provided an update on the impact on Carlisle City Council Homeless, Prevention and Accommodation Services following six months operational delivery of the Homelessness Reduction Act 2017.

The HPA Manager reminded the Panel of the duties which the Homelessness Reduction Act 2017 (the Act) placed on local authorities to intervene at earlier stages to prevent homelessness in their areas (regardless of priority need status, intentionality or local connection); and to provide homelessness services to all affected, for as long as they were eligible for assistance.

The Public Duty to Refer came into force on 1 October 2018 and placed a legal duty on other public sector organisations including: Youth Offending Institute; Secure Colleges; Youth Offending Teams; Probation Services; Job Centre Plus; Social Services authorities; emergency departments; urgent treatment centres; hospitals; Secretary of State for Defence: to refer any person they considered at risk of homelessness to the Council's Homelessness Prevention and Accommodation Team within 56 days. Given that the Duty had only come into force three days previously, the HPA Manager stated its impact was not yet quantifiable.

In terms of the implementation of the Act since April 2018, the HPA Manager advised that, by and large it had been positive both for staff and clients. Time spent with clients had increased as Officers were required to compile Personalised Housing Plans and carry out individual Needs Assessments. In addition the administration of the new system, which required quarterly reporting to government, had been carried out with reasonable success.

The HPA Manager advised that whilst the issues affecting, and options open to people experiencing homelessness had not changed, however, the tools given to Officers providing support services had. Early feedback from Officers indicated that the new way of working under the Act afforded less flexibility in approach to individual cases, however, further bedding in of the new system may reduce that perception. In addition the new Act may have made client's expectations greater in relation to the length of time the Council would support them.

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

- How did the Council deal with people experiencing homelessness who did not want the support offered to them?

The HPA Manager responded that people had the right to choose what circumstances they lived in, the Council would offer support and information to those at risk or who were homeless, but it was a matter for the individual whether or not they accepted it.

- Was there a national body reviewing the implementation of the Act?

The HPA Manager advised that there was a group set up by central government which sought feedback on the Act implementation, she stated that overall, the implementation had gone well.

- Had the Duty to Refer formalised the teams working relationships with partner organisations?

The HPA Manager felt that the Duty had made other public sector partners aware that they had responsibilities in relation to the prevention of homelessness, and that the Duty would reduce silo working across the public sector and promote joined up early interventions.

She explained that she had spent a significant amount of time visiting partners explaining what responsibilities the new Duty would confer on them. It was her view that part of the purpose of the Duty was to reduce the number of incidents of complex cases presenting to the Council's Homelessness Service late on Friday afternoon, when it was often difficult to source appropriate accommodation and support for individuals.

- With reference to paragraph 3.2 of the report, a Member asked what impact the Act had made on Housing Associations.

The HPA Manager explained that the Council had good relationships with the Housing Associations operating in the district, the accessibility and supply of properties had not been affected by the Act, but the timescale for people being nominated for rehousing as a result of the legislation had increased, therefore applicants would spend longer in temporary accommodation placement.

- What was the current number of homeless people in Carlisle?

The HPA Manager advised that the 2nd quarter returns were being compiled, she undertook to provide a written response with the information once the return had been completed. The Council helped on average between 1,000 to 1,200 homeless person annually, she did not anticipate the figure would rise significantly this year, however, the method which those persons were recorded had changed.

Another Member asked whether it was possible to be provided with data showing the age groups and gender of homeless people in the District.

The HPA Manager indicated that she would circulate those details.

- Did the Council provide different types of temporary accommodation?

The HPA Manager confirmed that the Council had approximately 50 units in the city for the provision of temporary accommodation which included single bedroom flats, 2 and three bedroom houses and, spaces specifically for women and children, and single men. Some of those schemes were staffed on a 24 hour basis and secure, other were not staffed. An assessment of individual case needs was undertaken as part of the allocation process.

All clients were offered 1:1 support in a wide range of areas, in addition to housing, such as medical matters and school placement. The HPA stated that Members were welcome to visit any of the sites, and were they interested in doing so, they should contact the team to discuss arrangements.

A Member asked whether the Council's supply of properties for homeless people was enough to meet the demand for places.

The HPA Manager confirmed that the provision was sufficient for the current level of demand and that throughput and occupancy was closely monitored.

- A Member noted that the Council in working with other public sector partners in providing services to the homeless, he asked how data regarding individuals was shared between organisations.

The HPA Manager explained that there was a protocol which the relevant organisations had signed up to which stipulated how data would be shared between the individual authorities.

The Panel conducted a lengthy and in-depth discussion of how the Council's Homelessness Team's work linked with the Social Work provided by Cumbria County Council, particularly in relation to Looked After Children leaving the care of the Local Authority.

RESOLVED – 1) That the Impact of the Homelessness Reduction Act (GD.74/18) be welcomed.

2) That the Homelessness Prevention and Accommodation Manager circulate to the Panel:

- a. the legal definition of homelessness
- b. the number of homeless people in the district;
- c. a breakdown of homelessness people in the district by gender and age group.

3) That a further update report focussing on the impact of The Duty to Refer be submitted to the Panel in autumn 2019.

HWSP.62/18 EMERGENCY PLANNING

The Policy and Communications Manager introduced Ms Richardson to the Panel, and presented Emergency Planning (PC.20/18).

Emergency Planning was a duty under the Civil Contingencies Act 2004 and the function was facilitated by the Policy and Communications Team. The Council's ability to respond to an emergency was reliant upon cooperation from key roles within the Council and partnership working through the Cumbria Resilience Forum. The report provided an overview of the statutory duty, partnership work and key areas for future development.

The Policy and Communications Manager gave summary of the Cumbria Resilience Forum (CRF), Community Risk Register and CRF Emergency Plans along with examples of the exercises which had been undertaken on an annual basis.

He reported that the Council had prepared an Emergency Plan which aligned with the CRFs plans and set out how the authority would respond within the framework of the CRF. The Emergency Plan was reviewed and updated annually.

The Policy and Communications Manager reported on the incidents and related debriefs which the Council had responded to since 2017 and gave an overview of the work being undertaken with communities to raise awareness of, and support, Community Emergency Planning and Resilience.

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

- With reference to Table 1, a Member noted that Warwick Road was not shown as having a Community Emergency Plan in place.

The Policy and Communications Manager confirmed that a Plan had not been developed for the Warwick Road area which had been a key focal point for the development of a Plan, once the

recovery stage had been reached following the 2015 floods. Both ACT and Newground had undertaken door to door work to promote the development of a Plan, which sought to help communities build flood resilience.

He indicated that the community may be holding off creating a Community Emergency Plan until the details of what additional “hard” flood defence measures were to be installed by the Environment Agency. After which a plan could be developed which would take into account the new infrastructure. He further noted that Willowholme had an informal plan, which it was understood would be further developed following confirmation of which EA scheme(s) were to be implemented.

Ms Richardson added that ACT had sought to support the work of Parish Council's and communities to assist in the development of ideas for inclusion in the Community Emergency Plans. She noted that each community or area had particular needs which needed to be considered during the creation of the Plans. ACT had prepared and distributed household level emergency information (copies of which were circulated to Panel Members for information) that advised to householders on what action to take in the event of a flood. She felt that such information, as well as the encouragement of people in communities to work together increased people's sense of resilience.

- Had consideration been given to the use of measures to manage the upstream parts of rivers to reduce flooding the city?

The Policy and Communications Manager stated that the Environment Agency (EA) had a number of options for measures to reduce flooding and its impact in the district, that were undergoing consultation in advance of the submission of funding bids to government. As part of its identification of suitable schemes, the EA had considered the implementation of upstream flood mitigation measures, however, an assessment of the catchment area capacity had indicated that there was no further storage capability upstream, consequently the Agency had focussed its efforts on managing the passage of water through the district.

A Member commented that flood defence planning tended to focus on areas where significant numbers of properties were affected, yet there were areas of the district where on occasion a small number of properties were flooded.

The Policy and Communications Manager agreed that there were a number of sites where small scale flooding occurred and that those would require investigation by the appropriate authority. Following a flood event it was usual practice for the EA to write a Section 19 report on the incident, in cases where the number of properties affected fell below an identified threshold, the Making Space for Water Group investigated the flood event.

Ms Richardson commented that where a small number of properties were affected by flooding, a community response was often helpful individuals, however, each scenario presented different issues.

The Chairman noted that residents who had been affected by flooding were scared that another event would occur, he felt that they wished for the water to be prevented for entering the city to reduce the likelihood of flooding.

Ms Richardson agreed that the fear of flooding was a big stress factor which had the potential to negatively affect people's mental health. She reiterated that the generation of a Community Emergency Plans often helped people to feel better prepared and able to deal with a flood event, thereby increasing their resilience.

The Policy and Communications Manager added that those concerns were also shared by public agencies, he noted due to the widespread impact, flooding events were particularly high risk. The Economic Growth Scrutiny Panel (EGSP) received reports from the EA on its plans for future flood management, it was hoped that this would continue following the implementation of any future approved schemes so that the Council could continue to challenge the Agency on future risk. He considered that there was potential for the Panels to work together on a joint scrutiny of flood risk management and community resilience, following the installation of new flood defence measures.

The Panel indicated its support for the proposal.

The Chairman moved the recommendations as set out in the report, and it was:

RESOLVED – 1) That Emergency Planning (PC.20/18) be noted.

2) That following the installation of new flood defence measures, consideration be given to holding a joint agenda item with the Economic Growth Scrutiny Panel to scrutinise flood risk management and community resilience.

3) That the Panel be kept informed on the Cumbria Resilience Forum performance against national standards.

HWSP.63/18 AIR QUALITY UPDATE

The Regulatory Services Manager submitted report GD.73/18 which the Panel had requested and that provided the latest review and assessment of air quality in the District.

The Regulatory Services Manager reminded the Panel that the Environment Act 1995 had identified seven pollutants which the Council were required to measure and review air quality. Locations with poor results were designated Air Quality Management Areas (AQMAs) and led to an Air Quality Action Plan outlining the measures needed to reduce the pollutants in the area. The principal method for monitoring pollutant levels was diffusion tubes which were site in 28 locations across the City measuring Nitrogen Dioxide (NO₂) levels on an hourly basis, in addition there was a real-time monitoring station at Paddy's Market which also measured particulate and Benzene levels on behalf of DEFRA.

The report contained a summary of the measurements recorded at the diffusion tubes in a number of the AQMAs, the Regulatory Services Manager noted that in a number of areas there was a downward trend in relation to NO₂ levels and consideration was being given to the downgrading of a number of the areas. Local press had latterly published a report which suggested that air quality in the city was in breach of acceptable limits, the Regulatory Services Manager explained that the World Health Organisation suggested guidance levels for NO₂ concentrations, but that these were not a legal standard unlike the Air Quality regulations.

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

- A Member welcomed the report and asked whether it was feasible for future reports to provide data which would provide allow comparisons to be made about air quality of different days or times of day?

The Regulatory Services Manager advised that such information was only retrievable from the monitoring station at Paddy's Market. Air quality data had been collected since 1998 and the level of exposure for NO₂ had never been found in exceedance of the guidance levels. The

average hourly level of NO₂ in the district was 200mg³, with the annual figure of 40mg³ unlike the annual figure of 40mg³ which reflects long term exposure.

The Member asked whether the annual monitoring figures would provide comparative data on time and day.

The Regulatory Services Manager stated that such details could not be provided in relation to the annual detail, but was able to be collated from the monthly data. The monthly monitoring data also provided information in relation to seasonal variation. He further noted that a count analyser had been installed on Stanwix Bank, but had subsequently been removed as it had not recorded any exceedances.

The Member sought clarification as to whether the Council's equipment was able to generate an annual mean for a particular time, for example, 4pm on Saturdays.

The Regulatory Services Manager advised that only the monitoring station at Paddy's Market was able to provide such information.

- Why was the data in the report different from the story published in the local press?

The Regulatory Services Manager noted that the figures which had been quoted in the press were from 2015 so were not current. The WHO guidance was also a best case level rather than a legal standard.

- Why did the Council concentrate its Air Quality Monitoring on NO₂ levels?

The Regulatory Services Manager explained that formerly the Council had reported on all pollutants, whilst there was no issue with NO₂ concentrations exceeding guidance levels, it was the highest level pollutant and therefore required reporting on.

Cleaner vehicle engines had led to a drop in NO₂ levels, however, that reduction had been tempered by inaccurate reporting of emissions levels by vehicle manufacturers. The Regulatory Services Manager considered that steps to address vehicle emissions were likely to lead to further drops in NO₂ concentration in the air.

- A Member commented that she wished to see future reports consider the impact on public health of air quality.

The Regulatory Services Manager indicated that he was able to provide any information the Panel requested, the Council's review of its monitoring and resulting Action Plan were available on the Council's website. The data on Air Quality had been a reason for the Environmental Health team to support the making of a southern relief road to the south of the city following the drop in NO₂ levels in city after the building of the northern relief road.

The Principal Health and Housing Officer cautioned that correlatory data was not available, for example, numbers of hospital admissions following an incidence of poor air quality, such as when rain fell following the extended warm spell in May and June 2018.

A Member commented that he would be interested in seeing data based on postcode areas which reported on both air quality and public health data.

Another Member felt it would be beneficial for the Panel to scrutinise the Air Quality Action Plan and contribute to its development.

The Regulatory Services Manager responded that outdoor air quality had improved significantly in the last half century, so much so that it was likely that it would be overtaken by indoor air pollution in the coming years. He explained that as modern homes were increasingly insulated that had a detrimental impact on the air quality within the building and that effective ways of ventilating buildings were needed to address the issue.

- Would the Council be required to maintain levels of air quality prescribed by the European Union, following Britain's departure from the organisation?

The Regulatory Services Manager advised that the European legislation on air quality had been directly transposed into British Law, therefore it was likely to remain. The Guidance Levels identified by the World Health Organisation were very similar for pollutants and particulates, and whilst a future government may look to make changes, the present guidance was based on evidence and as such was very robust.

The Chairman thanked the Regulatory Services Manager for the report.

RESOLVED: 1) That Air Quality Update (GD.73/18) be noted.

2) That future reports to the Panel focus on the Air Quality Action Plan and health impacts related to air quality.

(The meeting ended at 11:59am)

Health and Wellbeing Scrutiny Panel

Agenda
Item:
A.2

Meeting Date: 15 November 2018

Portfolio: Cross-cutting

Key Decision: No

Within Policy and
Budget Framework

Private/Public Public

Title: Overview Report and Work Programme

Report of: Overview and Scrutiny Officer

Report Number: OS.30/18

Purpose / Summary:

This report provides an overview of matters related to the Scrutiny Panel's work. It also includes the latest version of the work programme.

Recommendations:

Members are asked to:

- Note the items (within Panel remit) on the most recent Notice of Key Executive Decisions
- Review the current work programme and resolutions

Tracking

Scrutiny:	Health & Wellbeing Scrutiny Panel 15/11/18
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1. Notice of Key Decisions

- 1.1 Since the last overview report there have been two Notices of Key Executive Decisions, on 12 October 2018. These were both circulated to all Members. The following items fall within the remit of this Panel:

Items which have been included in the Panel's Work Programme:

Tullie House Business Plan – On the agenda

Items which have not been included in the Panel's Work Programme:

None

2. References from Executive

- 2.1 None

3. Progress on resolutions from previous meetings

- 3.1 The following table sets out the meeting date and resolution that requires following up. The status is presented as either 'completed', 'pending (date expected)' or 'outstanding'. An item is considered outstanding if no update or progress has been made after three panel meetings. All the completed actions will be removed from the list following the meeting. [WP is work programme]

Latest Report Number	Meeting Date	Minute Reference	Action	Status
3	07/06/2018	HWSP.36/18 (2)	That the Green Spaces Strategy and consultation responses be submitted to the Panel in six months' time;	Pending (January)
4	07/06/2018	HWSP.36/18 (4)	That a draft Play Area Review be submitted to the Panel in six months' time for Member's comments.	Pending (January)
7	12/07/2018	HWSP.45/18 (2)	That the Policy and Performance Officer conduct an investigation into the roles contained within the reported quartiles of the gender pay gap figures.	Pending (2019/20 WP)
8	23/08/2018	HWSP.53/18	An update on the implication of the Regulatory Reform (Housing Assistance) – Changes to existing Housing Assistance policy, to include performance, successes, and areas for improvement be submitted to the panel in 12 months	Pending (August 2019)

Latest Report Number	Meeting Date	Minute Reference	Action	Status
9	23/08/2018	HWSP.54/18 (1)	The Policy and Performance Officer review where necessary the quality of performance SMART targets.	See agenda
11	04/10/2018	HWSP.61/18 (1)	The Homelessness Prevention and Accommodation Manager circulate to the Panel: a. the legal definition of homelessness b. the number of homeless people in the district; c. a breakdown of homelessness people in the district by gender and age group.	Pending
12	04/10/2018	HWSP.61/18 (2)	That a further update report focussing on the impact of The Duty to Refer be submitted to the Panel in autumn 2019	Pending 2019-20 WP
13	04/10/2018	HWSP.62/18 (1)	That following the installation of new flood defence measures, consideration be given to holding a joint agenda item with the Economic Growth Scrutiny Panel to scrutinise flood risk management and community resilience.	Pending
14	04/10/2018	HWSP.62/18 (2)	That the Panel be kept informed on the Cumbria Resilience Forum performance against national standards	Pending
15	04/10/2018	HWSP.63/18 (1)	That future reports to the Panel focus on the Air Quality Action Plan and health impacts related to air quality	Pending 2019-20 WP

4. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Overview and scrutiny of the Carlisle Plan items that match the remit, contributing to ongoing policy development

Contact Officer: Michael Thompson

Ext: 7257

Appendices attached to report: 1. Scrutiny Panel Work Programme 2018/19

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

- None

CORPORATE IMPLICATIONS:

LEGAL - None

FINANCE – None

EQUALITY – None

INFORMATION GOVERNANCE – None

Scrutiny Panel Work Programme 2018/19

Date	Item	Lead Officer	Why?
07/06/2018	End of Year Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
07/06/2018	Green Spaces Strategy	Phil Gray	Policy Review/Development
12/07/2018	Annual Equality Report 2017/18 & Equality Action Plan 2018/19	Rebecca Tibbs/Steven O'Keeffe	Monitoring
23/08/2018	Performance Report	Gary Oliver	Performance Management
04/10/2018	Impact of Homelessness Reduction Act	Tammie Rhodes	Policy Review/Development
04/10/2018	Emergency Planning	Steven O'Keeffe	Policy Review/Development
04/10/2018	Air Quality Monitoring	Scott Burns	Monitoring
15/11/2018	Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
15/11/2018	Budget setting 2019/20	Steven Tickner/Alison Taylor	Budget
15/11/2018	Tullie House Business Plan	Gavin Capstick	Scrutiny of Partnership/External Agency
10/01/2019	Responses to Welfare Reform	Tammie Rhodes/Reg Bascombe	Monitoring
10/01/2019	Community Safety Partnership	Gavin Capstick	Scrutiny of Partnership/External Agency
10/01/2019	Interagency Homelessness Strategy for Carlisle 2015-20	Tammie Rhodes	Scrutiny of Partnership/External Agency
21/02/2019	Performance Report	Gary Oliver/Steven O'Keeffe	Performance Management
21/02/2019	Engagement Strategy	Helen Graham	Policy Review / Development
21/02/2019	Greenwich Leisure Ltd	Gavin Capstick	Scrutiny of Partnership/External Agency
04/04/2019	Scrutiny Annual Report	Michael Thompson	N/A
21/02/2019	Health and Wellbeing Strategy	Emma Dixon	Scrutiny of Partnership/External Agency
10/01/2019	Cultural Strategy	Darren Crossley/Gavin Capstick	Policy Review/Development
04/04/2019	Sands Centre Redevelopment	Darren Crossley/Gavin Capstick	Key Decision Item
TBC	OFS new food and drink concession	Gavin Capstick	Performance Management
TBC	Environmental Health; Environmental Protection; Health and Safety; Streetscene	To be confirmed	Monitoring
TBC	Joint Inquiry Day with EGSP to consider Highways / Health and Safety, in relation to the Council's role in encouraging walking and cycling within the city.	To be confirmed	Scrutiny of Partnership/External Agency

Report to Health and Wellbeing Scrutiny Panel

Agenda
Item:
A.3

Meeting Date: 15th November 2018
Portfolio: Culture, Heritage and Leisure
Key Decision: Yes: Recorded in the Notice
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: TULLIE HOUSE BUSINESS PLAN 2019/20 – 2020/21
Report of: DEPUTY CHIEF EXECUTIVE
Report Number: CS 34/18

Purpose / Summary:

This report introduces the Tullie House Museum and Art Gallery Trust 2019 - 2021 Business Plan.

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

In addition to the Tullie House Trust Business Plan, this report also includes an action plan which demonstrates how Tullie House Trust will deliver its eight strategic objectives which underpin its two strategic aims of financial sustainability and community engagement (Appendix 1) and the Tullie House Trust staffing structure (Appendix 2).

Recommendations:

The Panel are asked to:-

- Review and scrutinise the Tullie House Business Plan before making any recommendations to Executive and Full Council for consideration.
- Consider the proposals made by the Tullie House Board for core funding from the year 2020/21 as at page 15 of the Business Plan.

Tracking

Scrutiny:	15/11/18
Executive:	10/12/18
Council:	08/01/19

1. BACKGROUND

- 1.1 On 14th December 2010 the Council approved the principle of establishing a new Charitable Trust to run the Tullie House Museum and Art Gallery. Tullie House Museum and Art Gallery transferred from Carlisle City Council to a new, independent, charitable company on 5th May 2011.
- 1.2 The partnership agreement between Tullie House Trust and Carlisle City Council states that the core funding for future years grant from the Council to the Trust is set following consideration of a business plan submitted annually by the end of October.
- 1.3 The Partnership Agreement states that core funding should be agreed for a three year period (covered by a Business Plan submitted annually).
- 1.4 This report presents the Tullie House Business Plan for the period 2019/20 through to 2020/21.
- 1.5 In 2016, Carlisle City Council and the Tullie House Trust took part in a Local Government Association funded Proactivity Programme and appointed specialist consultants Roseangle to review the sustainability and potential future funding requirement of the Tullie House Museum and Art Gallery
- 1.6 Since the production of the Roseangle report in 2017, Carlisle City Council and THT representatives have met on several occasions to discuss how the recommendations of the Roseangle report could be implemented and how this could help reduce reliance on core funding from Carlisle City Council.
- 1.7 At present the core funding grant from the City Council is agreed to remain the same up to the end of 2019/20. No reductions in the funding will occur in 2019/20 and up to £300,000 reduction will come in to effect from 2020/21 (as resolved at Council on 9 January 2018 and as included in the Council's Medium Term Financial Plan).

2. CORE GRANT

- 2.1 The Core Grant referred to in the Tullie House Trust Business Plan (Page 15, Point 7.1.) represents the financial support offered to the Tullie House Trust on annual basis to assist the Trust to operate. The Council has reduced this grant since the commencement of the Tullie House Trust in May 2011. The reduction of the grant has been broadly in line with the saving requirements placed on other services within the authorities control. The table below demonstrates these reductions over

time. To give the Trust certainty during this period the Council agreed to hold the core grant between the years 2013-15 and 2016-2020.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Core Grant (Base funding before inflation)	1,314,420	1,256,420	1,198,420	1,198,420	948,420	734,420	734,420	734,420	734,420
Inflation	0	18,161	37,003	47,034	80,438	77,696	89,301	118,130	118,130 *
Services (HR/Payroll /ICT)	0	0	0	0	13,294	22,388	72,480	82,498	82,498*
Revised Base Funding	1,314,420	1,274,581	1,235,423	1,245,454	1,042,152	834,504	896,201	935,048	935,048

*Still to be updated , agreed and calculated for 2019/20

- 2.2 Page 15 of the Business Plan provides a counter-proposal to the Council's grant reduction: £100,000 in 2020/21 and an extra £50k in each of the following two years. This proposal reduction would place budget pressures on the Council of £200k in 2020/21, £150,000 in 2021/22 and £50k in 2022/23. (based on the full reduction of £300,000 as is included in the Medium Term Financial Plan).
- 2.3 Page 16 of the Business Plan contains the table 'Proposed Budget 2019-2022' based on the above counter-proposal. If the full £300,000 reduction was to occur in 2020/21 sufficient free reserves (not designated or restricted to use) are in place to mitigate the impact of this full reduction. Tullie House Trust are budgeted to have free reserves of £347,000 in 2020/21. An extra £200,000 core grant reduction (up to the £300,000 included in the Medium Term Financial Plan) would still leave £147k of free reserves and a further £137k of other designated reserves. However, free reserves would reduce to £7,000 in 2021/22 with the full £300,000 reduction being applied. It is therefore considered that the Council has no need to profile the reduction over three years.
- 2.3 In the light of the Tullie House Trust Business Plan, the Executive will now need to agree the level of core grant for the 2020/21 and 2021/22 budget years at its meeting 10th December 2018 and recommend this core grant to Full Council 8th January 2019.

4. CONSULTATION

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

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

Contact Officer: **Darren Crossley**

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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

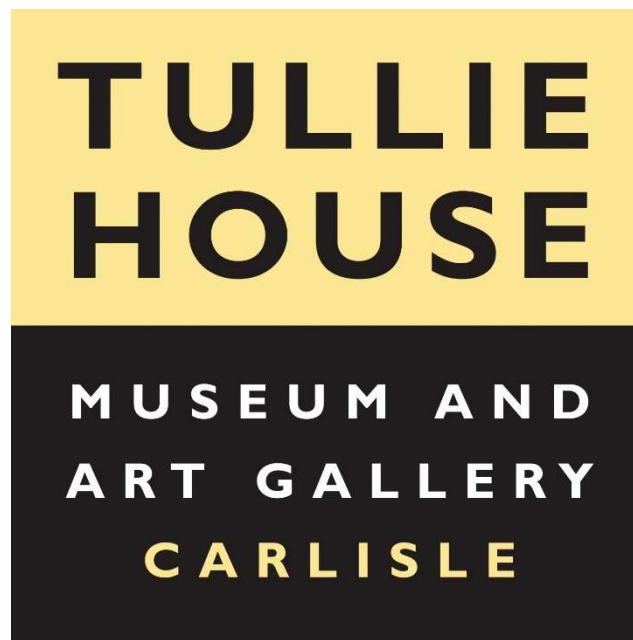
CORPORATE IMPLICATIONS:

LEGAL –

FINANCE –

EQUALITY – Contained within the Tullie House Trust Business Plan 2019-2022.

INFORMATION GOVERNANCE – None



Draft Business Plan v2

2019/20 to 2020/21

Table of Contents

1.	Foreword	2
2.	Introduction.....	4
2.1.	Context.....	4
2.2.	The Collections	4
2.3.	Partnership and Engagement Activity.....	5
3.	Vision, mission and values.....	6
4.	External Environment.....	7
4.1.	Context.....	7
4.2.	Reduction in local authority resources	7
4.3.	Impact of Brexit.....	7
4.4.	Recruitment and retention of staff	7
4.5.	Competition for people’s leisure time, including from other visitor attractions	7
4.6.	Climate and weather	8
4.7.	Geography, topography and demographics.....	8
4.8.	Environmental sustainability.....	9
4.9.	IT systems.....	9
4.10.	Legal and Regulatory	9
5.	Aims	10
5.1.	Context.....	10
5.2.	Aim 1: Financial Sustainability.....	10
5.3.	Aim 2: Community Engagement	10
6.	Resourcing	11
6.1.	Context.....	11
6.2.	Organisational structure	12
6.3.	Staff training and development	12
6.4.	Volunteer development	12
6.5.	Capital development	13
6.6.	Investment	13
6.7.	Environmental sustainability a key focus for capital redevelopment	14
6.8.	Developing governance.....	14
6.9.	Systems development.....	15
7.	Finance	15
7.1.	Core funding.....	15
7.2.	Performance.....	17
7.3.	Fundraising.....	18

1. Foreword

Tullie House Museum Trust is entering a new phase of development. Our twin priorities of Financial Resilience and Community Engagement remain, however, for the duration of this plan the big theme will be resilience. Three significant factors will shape our future, and these will emerge in 2019.

The first is Arts Council England's (ACE) investment in Tullie House Museum Trust, Wordsworth Trust and Lakeland Arts Trust as a consortium being funded over the next four years as a National Portfolio Organisation (NPO). The investment period runs from 2018/19 to 2021/22 and requires the consortium to deliver a step-change in many areas of the Trust's work. In addition to delivering on the Arts Council's five priority areas, there are three very powerful cross-cutting themes that we have committed to developing or improving. These are the broadening of artistic and cultural development via the delivery of the Creative Case for Diversity¹; embedding digital throughout our work, but in particular through programming and collections development; and responding to the green agenda by reducing our environmental impact. There is a comprehensive action plan (see Appendix 1) to ensure that not only Tullie House Trust, but the consortium as a whole, delivers the required step-change in these areas. These requirements will be challenging but they also resonate with our manifesto, so they are very apposite and therefore welcomed.

The second major factor is Project Tullie – creating a masterplan for the future. Thanks to a successful Resilient Heritage application to the Heritage Lottery Fund (HLF) this process is well underway and is scheduled for completion in August 2019. Carmody Groake, a leading London based architectural practice, has been appointed to undertake a review of the Trust's estate whilst experienced cultural business planners, Counterculture, have been commissioned to undertake a root and branch approach to financial planning and organisational governance and strategy. This joined up approach is designed to reinforce a clear focus on resilience. When complete Project Tullie will provide the template for the future of the Trust for the next 20+ years.

Finally the third major factor in this new landscape is Carlisle City Council's notification of their intention to significantly reduce our annual grant from April 2020. We have a strategy in place for responding to the proposed grant reduction (see Finance on page 15) but nevertheless the impact of losing core funding will be extensive and will present significant challenges for our organisation. Our strategy focuses on growing earned and contributed income incrementally. With the exception of catering (which has been bedding in under new management) our admissions, retail and lettings income has been increasing. We now have to accelerate this even further whilst being equally focused on getting the organisation 'fundraising fit' so that we can grow our contributed income. Much work on this has already begun and our contributed income is growing but nevertheless this is an area where we feel there is significant room for future growth. The museum will be celebrating its 125th anniversary in November 2018 and we will use this as an opportunity to remind people that we are a charity whilst showcasing our exciting future and launching new schemes for membership, patrons and legacy giving.

Although the emphasis is on resilience, community engagement remains a fundamental element to our future planning and is clearly a major thread running through our manifesto. The three business factors outlined above, together with our manifesto, will set the agenda for at least the next three

¹ The Creative Case for Diversity is a way of exploring how arts and cultural organisations and artists can enrich the work they do by embracing a wide range of influences and practices. ACE believes that embracing the Creative Case helps arts and cultural organisations not only enrich their work, but also address other challenges and opportunities in audience development, public engagement, workforce and leadership, and collections development in museums.

years. However, we will not be able to achieve anything without the continued support, goodwill and generosity of our partners, visitors, staff, trustees, volunteers, members, supporters and donors who help to make Tullie House such an inspiring and successful museum. We would like to thank them all for their enduring commitment to helping our organisation deliver great cultural, learning and community-centred programmes inspired by Carlisle's outstanding collections.

2019/20 will see a public engagement programme which educates, entertains and enriches the cultural offer to residents and tourists alike. We will develop programmes with key strategic partners such as our consortium museums, the University of Cumbria, the British Museum and the Imperial Decree Museum in China. We will develop exhibitions and events that target our core audiences, encourage engagement, break down barriers and inspire return visits; and we will maintain our prominent national profile by being active and vocal within the sector.

Tullie House's collections are internationally important and much sought after, a fact evidenced by the frequency of requests we receive to borrow works for temporary exhibitions. 2019 is no exception with a major loan of fine and decorative art travelling to Japan, as well as other works being loaned to Accredited museums across the UK. The Tullie House costume collection is another collection that has national if not international significance and in 2019 the Trust is aiming to create the first permanent gallery devoted to this outstanding collection (subject to external funding applications). The proposed new gallery will not only form the centrepiece for a striking display of costume and accessories, it will also embrace our commitment to digital engagement. In addition to this major improvement, the Trust has for the first time set aside a modest budget to make improvements to the permanent galleries. These too will incorporate digital interpretation and respond to the diversity agenda.

The Trust has been instrumental in the establishment of a Carlisle Cultural Consortium, which in addition to Tullie House comprises the University of Cumbria, Carlisle City Council and fellow NPO, Prism Arts. The aim of this group is to '...achieve a step-change in the growth, resilience and sustainability of our creative economy to promote excellence and accessibility in our arts, culture and heritage offer; meet the high-level skills and knowledge needs in arts, museums, creative and digital sectors; and promote learning, health and well-being through great art and culture for everyone in our city-region.' To help initiate the dialogue ACE have generously offered a small grant which will act as seed funding to employ a facilitator to help animate the project. Allied to this is the Arts & Culture Network which has a county-wide remit to '...deliver a diverse, innovative, resilient and high-quality cultural offer in Cumbria, supporting economic development and wellbeing through high levels of participation, engagement and social inclusion.' The Arts & Culture Network has appointed the Museum Director to represent the sector on the Local Enterprise Partnership sub-committee for Tourism and the Visitor Economy.

The profile of Cumbria's cultural sector has never been higher. This is further evidenced by the Trust developing a noteworthy national profile over the past 12 months aided by hosting visits from the three most senior ACE leaders – Sir Nicholas Serota (Chair), Darren Henley (CEO) and Kate Bellamy (Director of Museums). The work of the Trust was also cited as a case study and an example of best practice in the Museums Review (Mendoza Report) commissioned by Department of Digital, Culture, Media and Sport (DCMS) as well as being showcased in the British Council's Annual Review of Museums & Arts. In June the Trust hosted a conference on leadership which attracted speakers from all over the UK and was sold out; in January we were visited by the Executive Director of our partner museum in Xuzhou and then received a visit from the Department of Cultural Heritage for Henan Province, China. Establishing such a profile has many benefits and we will be looking to build on this over the duration of this business plan.

2. Introduction

2.1. Context

Tullie House Museum and Art Gallery Trust operates and manages Tullie House Museum and Art Gallery in Castle Street, Carlisle, which is our principal place of business, and the Guildhall, a 14th century Grade I Listed building in Greenmarket Street. Additionally, the Trust occupies industrial premises for off-site collections storage, and in 2014 access to the adjacent Herbert Atkinson House in Abbey Street was provided by Carlisle City Council. This building is now used to house the Cumbria Biological Data Centre, the Programme & Projects team and staff seconded by Lancaster University Confucius Institute. All of these premises are leased by the Trust from Carlisle City Council, as are the collections. The Trust manages the buildings and collections on behalf of the City Council.

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

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

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

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

2.2. The Collections

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

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

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

The **Archaeology** collections offer a comprehensive survey of material representing Cumbria from the Mesolithic period to around 1700. The collections comprise some 20,000 items, in addition to

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

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

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

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

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

2.3. Partnership and Engagement Activity

Along with our partners Wordsworth Trust and Lakeland Arts Trust, Tullie House forms the Cumbria Museum Consortium, which in 2018 became one of ACE's National Portfolio Organisations. We also have partnerships with some of the most prestigious museums in the country, including the British Museum, as well as international partners like the Imperial Decree Museum in Xuzhou, China. The Trust is also proud to be a partner of the University of Cumbria and is collaborating with the University on creating a cultural strategy for Carlisle, supporting teacher training, arts development and delivering training and research in the field of zoology.

The Trust uses the collections to encourage people to learn, participate and be inspired by the arts and culture. It does this via a series of targeted programmes – for example the museum engaged with over 14,000 school pupils, nearly 1,000 vulnerable adults and young people and over 8,000 families in 2017. The Trust's Learning & Engagement Team has won awards for its service, including the Sandford Award for Excellence in Heritage Education (2013 and 2018) and the prestigious *Kids in Museums Family Friendly Award*, sponsored by the Telegraph Newspaper. Kids in Museums are a national charity dedicated to making museums accessible for families, and the award is one of the most sought after in the UK as it is awarded through a combination of public votes and the recommendations of a panel of experts. The Trust is committed to providing accessible spaces for all

ages, and actively seeks out opportunities to work with the challenging but rewarding age group of teenagers. This programme is also award-winning – our Community & Young People Coordinator received the Golden Apple Award for Youth for her outstanding work with young people in Cumbria. As well as working with young people who are already interested in the museum and history through our museum Youth Panel, we work with those who may experience barriers to accessing Tullie House through challenging personal situations, including young carers and young people at risk of offending. Our Young Peoples' engagement work will be significantly boosted over the next three years through participation in Hope Streets, an HLF-funded project led by Curious Minds, aimed at increasing youth participation in museums by addressing organisational barriers to access.

We also run programmes for less engaged adults, many of whom are living with physical or learning disabilities. For example, we run a monthly session at the museum for people living with dementia and their relatives, where participants handle objects and make new friends. 2018 saw the launch of the Secret Garden, a community outdoor space for less engaged communities to learn about gardening, nature and environmental benefits. We also run sessions for adults struggling with mental health issues, who create art inspired by the collection as part of their therapy. We have partnerships with local organisations who run services for adults dealing with addiction issues, homeless people and offenders in rehabilitation. We use our collections to start conversations and challenging discussions, in a safe environment, and help create a sense of pride in Carlisle for the people who live here.

3. Vision, mission and values

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

Mission: To deliver an outstanding, inclusive and resilient museum that is a major cultural destination for the north, and which uses its collections to produce a world class public programme targeted at visitors and the people of Carlisle and engages a broad spectrum of audiences.

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

Our other priority area – financial sustainability – is also underpinned by the Manifesto. Greater engagement will increase visitor numbers and therefore admission income and secondary spend. However, we have also been testing the market – asking our users what they want – and, providing we can secure the required funding, some of their responses will be implemented over the next three years. For example: the creation of a permanent Costume Gallery to show, for the first time, our world class textile collection and aimed at increasing audiences and providing contemporary interpretation as well as improved visitor facilities.

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

4. External Environment

4.1. Context

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

4.2. Reduction in local authority resources

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

4.3. Impact of Brexit

A thriving tourism economy is key to the resilience of both Tullie House and the CMC, and industry analysts predict more international visitors and domestic staycations as a result of a weaker pound. This presents an opportunity that the Trust will seize by continuing to develop our programme and invest in tourism partnerships. Fundamental to this is the inscription of the Lake District as a UNESCO World Heritage site in 2018. This, potentially game-changing decision, means that the Cumbria is the only county in England with two World Heritage sites and therefore presents a compelling international offer to tourists. To exploit this potential the Trust has become a member of the Lake District China Forum and is in the process of developing a tourism initiative to promote Hadrian's Wall to international visitors. The latter is also running parallel with Wall to Wall, a project to connect Hadrian's Wall with the Great Wall of China which is being run in partnership with English Heritage, Tyne & Wear Archives & Museums and the universities of Newcastle and Durham. A further major tourism opportunity is the planned opening of Carlisle Lake District Airport, which is due to open to commercial flights in 2019.

4.4. Recruitment and retention of staff

This is a particular challenge for Tullie House, especially with senior and middle management positions, as the Trust is unable to offer competitive sector appropriate salaries. A further challenge is to diversify the staffing. To respond to this the Trust will be considering the impact of moving away from local authority pay scales and focusing its recruitment on the benefits of living in Cumbria and looking at whether it is possible to provide other incentives.

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

The Trust is planning to create a new permanent costume gallery and is investing in the existing permanent galleries with a view to refreshing the offer and remaining competitive. Additionally, new programmes of activity associated with the Project Tullie capital scheme will aim to retain existing and create new audiences. The Trust is continuing to work in partnership with other cultural venues and leisure attractions so that a critical mass can be established within the city. To this end the Trust supports the planned expansion of the Sands Centre and the ongoing development of the Old Fire

Station. By taking a leading role in the creation of the Carlisle Cultural consortium the Trust is attempting to drive cultural investment in the city.

4.6. Climate and weather

The winter of 2015 demonstrated that Cumbria and Carlisle in particular, faces significant environmental, weather-related challenges. Bad weather and flooding affect the transport infrastructure (as it did in 2015 and 2009), limiting access to our sites for staff and visitors. The Trust recognises the need to maintain continuity of access to museums and collections through expanded digital programmes and content, whilst it also has a responsibility for business continuity during period of emergency. Conversely moderate bad weather boosts visitor numbers. The Trust is conscious that it can't rely on poor weather to generate footfall, especially as global warming forecasts suggest that we will be benefiting from warmer, possibly less precipitous, weather in future years, so a more compelling visitor offer will be uppermost in our plans as Project Tullie develops.

4.7. Geography, topography and demographics

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

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

Healthy, vibrant, economically successful cities have a large percentage of professionals, creative practitioners and senior managers and these diverse and/or high earning people require, along with good housing, a vibrant retail scene and excellent transport links, and a lively cultural and leisure offer. Research from both the Cultural Learning Alliance and Creative Industries Federation illustrates the positive impact of the arts for young people too, particularly those who come from economically or socially deprived backgrounds. Furthermore, the fact that even the head of the

Confederation of British Industry recently made the case for the arts underlines its importance not only for wellbeing, but for business, which today thrives on artistic and adventurous creativity (Hacket, J, The Guardian, 2017).

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

4.8. Environmental sustainability

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

4.9. IT systems

A CMC digital strategy review in 2015 stressed the need to upgrade equipment and upskill staff. Consequently, significant work has been undertaken, including the procurement of a new IT provider, new hardware, the establishment of a museum-wide digital team and a significant staff training programme. This development will be ongoing with the commencement of a new CMC-wide digital strategy being commissioned in Autumn 2017. The Trust see investing in digital technology as an important mechanism for increasing engagement and overcoming barriers of isolation, remote location and the complex topography of the county.

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

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

As part of our capital development, we will further invest in equipment and infrastructure to help increase income and footfall, for example by developing a more responsive website and by making greater use of digital media as a platform for showcasing creative content, and by improving our catering and creating new mixed-use facilities that can be hired by third parties.

4.10. Legal and Regulatory

The General Data Protection Regulation (GDPR) is a regulation by which the European Union intends to strengthen and unify data protection for all individuals within the EU. It also addresses the export of personal data outside the EU. The GDPR aims primarily to give control back to citizens and residents over their personal data and to simplify the regulatory environment for international business by unifying the regulation within the EU. The Trust has set up systems to ensure that we are compliant with the new law, however, the museum sector as a whole is in discussion with DCMS to ask that museums be considered 'hybrid public bodies' in UK legislation (a similar status sought by

the University sector) whereby they perform a public task but also carry out a number of functions which can be deemed private. The hybrid status would enable museums to rely on two mechanisms through which they can process personal data: 'public task' and 'legitimate interest'.

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

Following the potentially damaging effect of the business rates revaluation which took place in April 2017, the museums sector received some welcome news after the Upper Tribunal (Lands Chamber) ruled in their favour in a test case relating to how properties are valued for rating purposes. York Museum and Gallery Trust was successful in its long-running battle with the Valuation Office Agency (VOA) in which it claimed the properties should be valued on a net income basis for business rates purposes rather than rebuild costs. Almost 50 per cent of all museums across England and Wales are valued by the VOA using what is commonly known as the 'contractor's method', resulting in high business rate liabilities. Because of the court's decision, museums will now be valued based on net income achieved by the individual museums/galleries, resulting in a rateable value in keeping with this. The Trust has commissioned commercial property consultants to review the business rating process for Tullie House and its associated properties. A decision on this is expected in 2019.

The Trust has been leading the museum sector in submitting an application to HMRC for tax relief via the newly instituted Museum Exhibition Tax. A decision on this is also expected in 2019.

5. Aims

5.1. Context

The Trust has two strategic aims – **financial sustainability** and **community engagement**. Helping us to achieve these aims are eight strategic objectives.

5.2. Aim 1: Financial Sustainability

The CMC has secured NPO status from ACE for the period 2018 to 2022 and has also received a firm indication from Carlisle City Council that there will be no reduction in the core grant in 2019/20. However, the City Council has indicated that a reduction in the core grant is likely to be implemented in 2020/21. The Trust has therefore developed a strategy based on increasing income from both earned and contributed sources to plan for the potential reduction.

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

5.3. Aim 2: Community Engagement

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

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

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

6. Resourcing

6.1. Context

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

- Continue to drive the culture change which is making the organisation more entrepreneurial and maximising opportunities to grow earned and contributed income, therefore delivering a more balanced funding mix
- Set and actively work towards an annual efficiency target
- Invest any annual surplus into improving the core offer and further the twin organisational aims (see section 5.0). From 2018 to 2020 this will include:
 - Investing in refreshing the permanent galleries
 - Appointing new staff with a particular focus on commercial and income generation
 - Investing in Project Tullie (see section 6.5)
- (as part of CMC) the Trust will focus on effecting cultural changes leading to excellent, more diverse programming. Each CMC member is changing organisational structures (see section 6.2) and procedures and investing to develop inspirational leaders and talent, extending best practice and sharing skills (see ACE Goal 4). Senior staff are increasingly contributing to national debate through involvement in cultural bodies and attending conferences, and we have made a commitment to involve front of house staff more with collections, learning and community engagement
- (as part of the CMC) recognise that delivering 'great art for everyone' means working harder to ensure diversity moves into the mainstream cultural programme. This will also require an organisational shift in culture, which will be driven by a new cross-departmental Creative Case for Diversity Action Group

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

- Conducting regular reviews of our Equality & Diversity Policies and Action Plans with staff and Trustee “diversity champions”, and maintain diversity as a regular agenda item at Board and senior management meetings
- Join with our users to co-create an exciting and innovative programme that will attract and reach out to a more diverse audience (see ACE NPO Creative Case, Goals 2 and 5)
- Continue to work with, and learn from, diversity partners such as: Making Space, NACRO, Cumbria Youth Services, MENCAP and Unity
- Introduce a programme of CMC-wide equality and diversity training, supported by partners such as Prism Arts

6.2. Organisational structure

The Trust has recently implemented a new staffing structure (shown as Appendix 2) which aligns to our two strategic aims: financial sustainability and community engagement. The new structure invests in roles that are aimed at growing income either directly, in the form of a Business & Hospitality Manager to drive our corporate hire and catering offer, or indirectly via new Marketing and Programme Manager posts. The investment is modest as the former Head of Commercial and Visitor Engagement and HR Advisor posts have not been replaced.

Additional capacity has been added to the Programme and Development team as this is a key area for driving income, both in terms of fundraising (see section 7.3) and via exhibition engagement, but this team is also responsible, along with the Director, for the Project Tullie masterplan.

6.3. Staff training and development

6.3.2 CPD & Managing Performance

As part of CMC, Tullie House has committed to developing a common appraisal process which will, among other things, identify individual development needs. This will inform a programme of talent development and upskilling which will also be informed by nationally-identified priorities. A significant development within the CMC programme will be a focus on creative media and use of digital. With regard to creative media, CMC has been working with Creative Concern to analyse all current digital work and develop a Digital Policy and Plan which identifies staff training needs. This is further supplemented by site specific action plans. Tullie House continues to support and encourage staff to undertake the Museum Association’s AMA as a way of developing a greater appreciation and understanding of the sector and broaden individual knowledge and skills which are then used in the workplace.

6.3.3 Recruitment

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

6.4. Volunteer development

Volunteer development is a key priority for CMC. At present, there are 51 volunteers at Tullie House and, as part of CMC, the Trust is committed to increasing these numbers and to broadening the range of volunteering opportunities as a way of boosting resilience and diversity. By 2020 CMC will

have increased volunteer numbers at our sites by 20%. Nationally, all three Trusts will sign up to Volunteer Makers, and will continue to subscribe to the successful Pink Pass scheme. Current and forthcoming capital developments provide excellent opportunities for increased volunteer engagement.

6.5. Capital development

Project Tullie, the Trust's Masterplan, will build on the previously unsuccessful 2014 HLF application, but will be strengthened and broken down into a series of smaller independent projects to assist with capacity and make fundraising more achievable. This phased approach, funded by an HLF Resilience grant, is being structured to ensure that community engagement and financial sustainability are balanced and deliver benefits incrementally (for example an increase in income and visitor numbers) before moving to the next stage. The HLF funding also allows us to employ a Project Coordinator to support our capacity and develop and retain inhouse skills. As mentioned in the Foreword (page 2) business planning and architectural services have been procured and work has commenced, with a view to completion in August 2019. Project Tullie is being developed with the full support and involvement of Carlisle City Council.

6.6. Investment

Prior to Project Tullie, the Trust is committing a significant proportion of its reserves to undertake a number of capital projects with a view to attracting more visitors. There are two strands of this investment:

6.6.1. Improvements to the permanent galleries

a). As part of Project Tullie we will create an interactive consultation area to find out the kind of stories our visitors want us to tell, and the collections they want to see. Other consultation areas will be placed throughout the museum in key areas for different audiences, so we can capture as rich a response as possible.

b). There will be a re-hang of the Gordon Bottomley gallery in Old Tullie House. This will involve working with three diverse artists from Prism Arts Studio Arts Group to co-curate the space, which has a provisional title of 'Hidden Gems'. Curatorial staff will work with the group to curate a display featuring rarely seen works from the collection and will be led at every step by the group in what will be Tullie's first entirely co-curated display in our permanent galleries.

c). Our Trainee Archaeology Curator will be leading on the development of our prehistory area. The space will be updated with modern display techniques, particularly using digital technology, and we are developing a way to create a 'Living Wall' moment in the space by working with an artist and one of our youth groups to create an element of the display that resonates with issues facing our society today.

6.6.2. The creation of a new permanent costume gallery

Tullie House has a stunning collection of over 7,000 pieces of costume dating from 1720 to the present day. This collection is very popular with visitors and has been used in some of our most highly visited and critically acclaimed exhibitions, including 'Little Black Dress' in 2011, 'Hartnell to Amies' in 2013 and, most recently, 'Rayne: Shoes for Stars' in 2018. Despite this popularity the principal collection remains in storage and it has never been displayed adequately in any of our permanent galleries.

The Trust has submitted a DCMS / Wolfson application for a significant capital project which will transform the existing Special Exhibitions and Carlisle Life galleries into a permanent costume gallery. The combination of these two spaces is ideally situated to create the museum's first dedicated space for costume and textiles. Subject to funding, the spaces will be carefully restored to reveal the striking original architecture of the building, specifically the impressive height of the roof and the hardwood floor. Subject to Listed Building consent, glazing will be inserted into the original gallery doors to give visitors views onto the magnificent Victorian tiled staircase from the gallery.

The gallery will incorporate new full height frameless display cases to make the complete outfits and larger pieces as accessible as possible and to maximise viewing potential by visitors.

6.7. Environmental sustainability a key focus for capital redevelopment

The Trust has installed new energy efficient boilers and low energy lights and will be exploring the installation of photovoltaic roofing panels in 2018/19. Environmental sustainability will be a key component of Project Tullie and the Trust has recruited architects and designers who specialise in enhancing the existing built heritage so that high-energy interventions are minimised (e.g. less electric lighting, air conditioning), for example opening up top-lit roof spaces to allow light in and air to circulate whilst reinstating the original Victorian design. The Trust has two green champions who will be trained in reducing the museum's carbon footprint, whilst we work with CMC colleagues to explore ways to minimise travel.

The Trust has also appointed top London-based architects, Carmody Groarke, to undertake the Project Tullie masterplan. Carmody Groarke adhere to the following principles:

- Designing buildings that respond intimately to their context historically socially, physically and environmentally
- Promoting environmental best practice through the buildings we design and the spaces that we occupy for our business
- Compliance with legal requirements relating to environmental aspects
- Reducing pollution through environmentally responsible design principles and the careful selection of environmentally benign materials in specification
- Exploring the opportunities for the reuse and recycling of existing building fabric or materials throughout all of our projects
- Continuously researching low energy materials and long life or recyclable materials for their adoption within our projects

6.8. Developing governance

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

Tullie House is currently conducting a wholesale review of its Board with a view to responding to the CCD by the end of 2018. This will also feature as part of the Project Tullie masterplan.

6.9. Systems development

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

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

7. Finance

The financial performance of the Trust is summarised in the table below. Income and expenditure is outlined historically and is projected into the future. The investments we are making into staffing, the Project Tullie masterplan and the two capital schemes are also shown and how this affects the Trust's reserves

7.1. Core funding

The Trust's core funding is provided via a grant from Carlisle City Council and as part of being an NPO, through ACE. We have calculated the year 1 grant from Carlisle City Council as follows:

18/19 Baseline	935,048
2% salaries increase (to be agreed)	19,037
CPI interest (estimate)	11,000
H&S funding (to be agreed)	8,428
Total	973,513

The Trust Board and executive team have given very careful consideration to the extent to which the Trust can realistically generate the additional income and cost reductions necessary to sustain a reduction in the core grant from 2020/21 and respond to the Council's announcement that it intends to reduce the grant "by up to £300,000". The Board has sought to balance the objectives of financial sustainability and community engagement and its long-term objective of a progressive reduction in the level of the grant. It has concluded that it can commit to a reduction in the grant of £100k in 2020/21 and further reductions of £50k in each of the following two years. This proposal was presented to senior Council representatives in May 2018 and the business plan and table that follows reflect this.

Our draft budgets for the period 2019/20 to 2021/22, together with the baseline budget for 2018/19 and comparative figures for 2016/17 and 2017/18 (shown in italics), are set out below. It should be noted that the allocation of some comparative figures between categories of income and expenditure has been restated to enable proper comparison between years, but without affecting the reported audited net profit or loss for the year:

Proposed budget 2019/20-2021/22

	<i>Actual</i> 2016/17	<i>Actual</i> 2017/18	Budget 2018/19	Draft budgets		
	2019/20	2020/21	2021/22			
Income						
CCC Grant (before central services and inflation adjustment in 2020/21 - 2021/22)	833	932	935	974	874	824
CCC Central Services	77	14	10	8	8	8
Arts Council England - MPM / NPO (TH & CMC)	410	410	399	399	399	399
Other grants, sponsorship, donations	231	163	207	238	255	285
Gallery related grants				300		
Admissions Income (Including Gift Aid & Memberships)	100	108	115	130	144	155
Commercial Income (Trading Company)	129	145	150	155	165	170
Other earned income (lessons, interest, etc)	101	133	129	140	145	148
CBDC Income	79	88	96	75	70	70
Total Income	1,960	1,993	2,041	2,419	2,060	2,059
Expenditure						
Staff Costs	915	920	986	1,006	1,016	1,026
Utilities	143	149	151	153	156	158
Exhibition & Project Costs	168	322	233	580	250	250
Operational Expenditure	496	503	520	510	485	460
CBDC Costs	90	106	106	81	81	81
Total Expenditure	1,812	2,000	1,996	2,331	1,988	1,975
Total Profit / (loss) before future investment plans	148	-7	45	88	72	84
Investment Plans:						
Investments to charge against Revenue:						
New Frontiers Masterplan			35	50	50	50
Gallery refresh			20	20	20	20
Match funding for gallery (to Wolfson)				62		
Investments that may potentially be capitalised:						
Gallery cases / inter-actives			15	15	15	15
(Loss) after investments			-25	-59	-13	-1
Loss made up as:						
Unrestricted TH profit			7	29	33	18
CBDC loss			-10	-6	-11	-
Restricted funds spent			-22	-82	-35	-8
Total			-25	-59	-13	-1
Reserves						
Unrestricted TH at start of year			415	422	451	484
Profit for year			7	29	33	17
Unrestricted TH at end of year			422	451	484	501
End of year – Designated reserves			110	110	137	145
End of year - Free reserves (policy range £250 - 350k)			312	341	347	356
Total unrestricted as above			422	451	484	501
Restricted reserves at start of year			147	125	43	8

Net spent during year	-22	-82	-35	-8
Restricted reserves at end of year	125	43	8	0
CBDC reserves at start of year	101	91	85	74
Net (loss) for year	-10	-6	-11	-11
CBDC reserves at end of year	91	85	74	63
Staffing numbers				
Numbers at start of year	41	44	43	43
Numbers at end of year	44	43	43	43
Paid visitor numbers targeted	50,000	55,000	60,000	65,000

7.2. Performance

The Trust measures its performance in a number of ways. One of the key tools is via Key Performance Indicators. Below is a snapshot of these KPIs taken at the end of Period 2 in 2018/19:

	KPI	TP	TP last year	YTD	Previous YTD	Annual Target
1	Foot Fall (Visitrack-Collated)	53,299	52,384	105,683	107,157	245,000
2	Tullie Museum Membership	37	68	94	116	300
3	Paid Admissions Visitor Nos	13,172	12,660	22,847	21,889	50,000
4	Paid Admission £'s	£ 35,732	£ 40,378	£ 66,664	£ 69,762	£ 115,000
5	Exhibition Gallery Count	10,233	4,537	15,187	7,209	
6	Schools Pupil Count (incl. Outreach)	1,389	1,386	4,629	4,097	12,600
7	Other Learning Activities (YP, Families, Community)	4,109	4,025	7,087	6,531	11,800
8	Retail Spend Per Head	£ 1.31	£ 1.55	£ 1.46	£ 1.44	

Narrative

1. Footfall is slightly down on the period and for the year overall but this is due to a warm summer and anomalies with the counting system which are being investigated.
2. Memberships – see section 7.3.2
3. Paid admission numbers are up
4. Income from paid admissions is slightly down. This is due the 2017 exhibition being Hadrian's Cavalry – which was good for income as it attracted an adult audience but relatively poor for numbers as children didn't visit. 2018 saw an increase in families as a result of Eden Rivers Wonder World
5. See above. Number up as a result of Wonder World and the Rayne shoes exhibition
6. School pupil numbers are on target and are unlikely to grow prior to Project Tullie development

- 7. Other learning activities are up
- 8. Retail spend per head is down slightly but on target overall

7.3. Fundraising

7.3.1 Patrons and 125 Event

The Trust is taking advantage of 2018 being the 125th birthday of the founding of the museum to launch a number of fundraising initiatives starting with an anniversary dinner in November. This special event will celebrate the museum's role as the city's leading cultural venue; it will also provide a glimpse into the future via Project Tullie. We will use the event as an opportunity to launch our new Patrons and Legacies schemes.

7.3.2 Memberships

As evidenced by the KPIs above our Memberships are not growing. The existing scheme is promoted on the benefits of free admission. This is no longer seen as an incentive following the introduction of the new annual admissions ticket, launched in September 2017. A new Membership offer will be launched in 2018.

7.3.3 Trusts and Foundations

The Trust has been successful in being awarded a number of grants ranging from the £99k received from the Heritage Lottery Fund's Resilience Heritage for the Project Tullie masterplan to £2,500 from Idlewild Trust for the conservation of historic paintings. The Trust is developing strong relationships with potential funders and is learning how to maximise its ability to improve its success rate with contributed income. The current trajectory is positive and upward.

7.3.4 Individual Giving

A major area for development in 2019 is individual giving. The Board and the Museum Director, supported by the Development staff will be concentrating efforts on encouraging high net worth individuals to invest in the Tullie House and, in particular, the exciting future that the Project Tullie masterplan offers.

Aim		Financial Sustainability					
Objective 1.	Develop an organisational focus on generating greater earned income and delivering efficiency savings		By Whom	By When	Resource	Risk Ranking	Traffic Light
Deliverables	1.1	Ensure that staff and trustees are fully engaged in understanding the need to focus organisational effort on income generation. Ensure that recruitment is focused on employing staff with experience of income generation	TLT	By end March 2018	Core	6	
	1.2	We will increase admissions by 30% by 2020 (from 2016/17). This will be achieved by: <ul style="list-style-type: none"> More active marketing to Cumbrian audiences increasing from 50k to 65k in annual paid ticketed visitors Individual marketing campaigns inspired by local distinctiveness Delivery of exhibition and engagement programmes to target general and cultural tourists linked to our two World Heritage Sites 	DD	March 2020	Core & NPO	7	
	1.3	Increase admissions income (from 2016/17) by 36% (an increase of £35k) by 2020	DD	2020		7	
	1.4	Increase shop income (from 2016/17 baseline) by 14% (an increase of £8.5k) by 2020 (with no capital investment)	DD	2020		6	
	1.5	Work with Catering Academy to improve the catering offer and increase turnover	DD	April 2019		10	
	1.6	Increase income from learning activity (including schools, consultancy, university teaching) by 25% (from 2017/18 baseline) by 2020	HC&E	2020		7	
	1.7	Generate at least £10k of income per year from curatorial research and development (e.g. loans, images, talks) starting in 2018/19	HC&E	Starting March 2018		4	
	1.8	Increase the number of Memberships (from 2016/17 baseline) by 30% by 2020 (70 extra members)	DD	March 2020	Core	8	
	1.9	Developing our exhibitions programme in the following specific ways: <ul style="list-style-type: none"> Develop high quality exhibitions, using minimal expenditure and maximizing efficient use of materials by recycling & reusing 	HP&P	Ongoing	Core & CMC	5	

		<ul style="list-style-type: none"> ○ Minimise costs by working in partnership, seeking funding opportunities and efficiencies ○ Be clear about our target audience (ref. 1.2), our marketing and how we can maximise income generation opportunities ○ Maximise the income potential of collections and associated events & engagement through the temporary programme ○ Ensure better collaboration via the Programme Executive Group to ensure greater communication across the organisation 					
	1.10	Commit to reducing our carbon footprint by: <ul style="list-style-type: none"> ○ Giving staff Carbon Literacy training to all staff and feeding this into our Environmental Action Plans ○ Agree annual carbon reduction and water consumption targets with Julie's Bicycle based on 2017/18 baseline with progress reviewed annually against targets ○ Increase energy efficiency through capital redevelopments and incremental improvements ○ Implement new systems for improved monitoring of business travel, aiming to reduce CMC travel based on 2017/18 baseline for cars and trains 	DD	Ongoing March 2019 Q2 2018 Ongoing March 2019	CMC	4	
	1.11	Produce a new Trust-specific Procurement Policy	HF	May 2018		1	
	1.12	Improve internal communications so that volunteers, employees and contracted staff are better informed and have a voice, as part of the 2017 People Strategy (currently in progress), and prioritise learning & development to ensure that our people are suitably trained and performing to the best of their ability.	Dir & HR&VA	May 2018		2	
Objective 2.	Improve management information so that we can better manage performance		By Whom	By When	Resource	Risk Ranking	Traffic Light
	2.1	Ensure that the Leadership Team understand and manage performance so that it increases productivity via monthly performance meetings	Dir. & DD	Ongoing		2	

	2.2	Ensure that the Trust's CRM system (TOR) is fit for purpose, maintained and effective communication with supplier is adhered to.	DD	April 2018		5	
	2.3	Ensure that the Trust uses its ADP to drive up admissions, memberships and earned income to ensure we achieve targets in 1.2	DD	Ongoing		6	
	2.4	As part of CMC we will commission and implement a new Evaluation Framework to monitor and improve visitor satisfaction and the quality of exhibitions and engagement programmes.	DD	2018		3	
	2.5	Tullie House will review its Emergency Plan by the end of March 2019	Dir., DD & HC&E	Ongoing	CMC & MDNW	2	
Objective 3.	Secure funding to initiate a programme of capital developments designed to generate a significant increase in earned income		By Whom	By When	Resource	Risk Ranking	Traffic Light
	3.1	Produce a comprehensive Masterplan showing the development potential of the site over a 10-year period, assuming successful HLF RH submission	Dir & HP&P	October 2018	Reserves & HLF	8	
	3.2	Submit capital funding applications to HLF and ACE for Phase I of Masterplan	Dir & HP&P	April 2019	Reserves	10	
Objective 4.	Actively increase income from trusts, foundations, individuals and corporates		By Whom	By When	Resource	Risk Ranking	Traffic Light
	4.1	Produce Fundraising Strategy to focus on identifying funding opportunities, develop key stakeholder relationships, explore partnership opportunities and support/promote/strengthen charitable messaging by April 2018	HP&P	April 2018	Core	2	
	4.2	Secure funding to undertake the following curatorial projects: <ul style="list-style-type: none"> Document and digitise the historic photograph collection to generate income by March 2019 Use Curatorial Trainee post to generate income and increase collections access by April 2020 	HC&E	March 2019	Core and/or external grant	5	
	4.3	Work with our Trustees to develop our capacity to raise more income from fundraising, aiming to raise £100k of contributed income by 2020	Dir & Chair of Dev Cttee	March 2020		9	

Aim	Community Engagement						
Objective 5.	Focus on developing greater engagement with the Carlisle community		By Whom	By When	Resource	Risk Ranking	Traffic Light
Deliverables	5.1	Across CMC deliver targeted activity programmes for 0-5s in response to high demand and identified potential for growth, with a 5% increase annually on the 17-18 baseline	HC&E	2022	CMC	5	
	5.2	Ensure access and inclusivity is at the heart of our spaces and programmes: <ul style="list-style-type: none"> ○ Undertake an audit of our galleries/spaces to identify possible barriers to access. ○ All staff to attend diversity awareness training. ○ Explore new, inclusive approaches to interpreting collections in 18-19 and embed by 2020. ○ Launch 'relaxed' openings to suit different people and SEND ○ Contribute to CMC target of increasing diversity of groups involved in developing exhibitions by 20% by 2022 	DD and HC&E	March 2019	Core & CMC	2 2 3 2	
	5.3	Develop co-production with our communities and embed the Creative Case for Diversity within the organisation. <ul style="list-style-type: none"> ○ Actively participate in the cross-CMC Creative Case Action Group ○ Establish a TH CCD Action Group, under strategic development of the Programming Executive Group ○ Review Exhibition Fundamentals document to ensure CCD is represented ○ Continue to offer diverse artist response opportunities in partnership with Prism Arts ○ Develop ongoing programme of gallery updates using the TH collections and principles of co-creation & CCD ○ As part of CMC, share CCD learning and outcomes with museums across Cumbria 	HC&E and HP&P	Ongoing Q2 Q2 Ongoing	CMC	6	

	5.4	Increase access to collections by making the shared database created by the Curatorial Excellence project publicly accessible online, aiming to increase records included to 190,000 by the end of 2019. Further consultation with accredited museums in Cumbria in 18-19 will scope out a possible second project stage including submission of funding bids to support continuation and development	HC&E	2019	tbc	2	
	5.5	Ensure Collections Management procedures are followed to the highest standards, working towards Level 4 requirements of Accreditation, with the aim of increasing accessibility of collections. <ul style="list-style-type: none"> - Achieve Level 2 and create plan for achieving Level 3 by end of March 2019 - Achieve Level 3 and create plan for achieving Level 4 by end of March 2020 	HC&E	2020			
	5.6	Submit Stage 2 Designation Application and, if successful, explore new funding opportunities for collections development.	HC&E	Submission June 2018			
	5.7	Review the Collections Development Policy, identifying gaps and priorities for commissioning, acquiring and developing collections in partnership with local people, donors and grant giving bodies and create an annual programme of development.	HC&E	Policy review end of Q2 Ongoing	Reserves & external funders	3	
	5.8	Contribute to the production of high quality publications which will support greater understanding of collections <ul style="list-style-type: none"> • Academic research • Publications relating to collections (2 by 2022) 	HC&E	2022		4	
	5.9	Respond to national events and campaigns via social media and our programme	HP&P and HC&E	Ongoing	Core & CMC	4	
	5.10	Support contemporary artists to offer fresh perspectives on our sites and collections, subject to resources.	HP&P and HC&E		External funders	6	

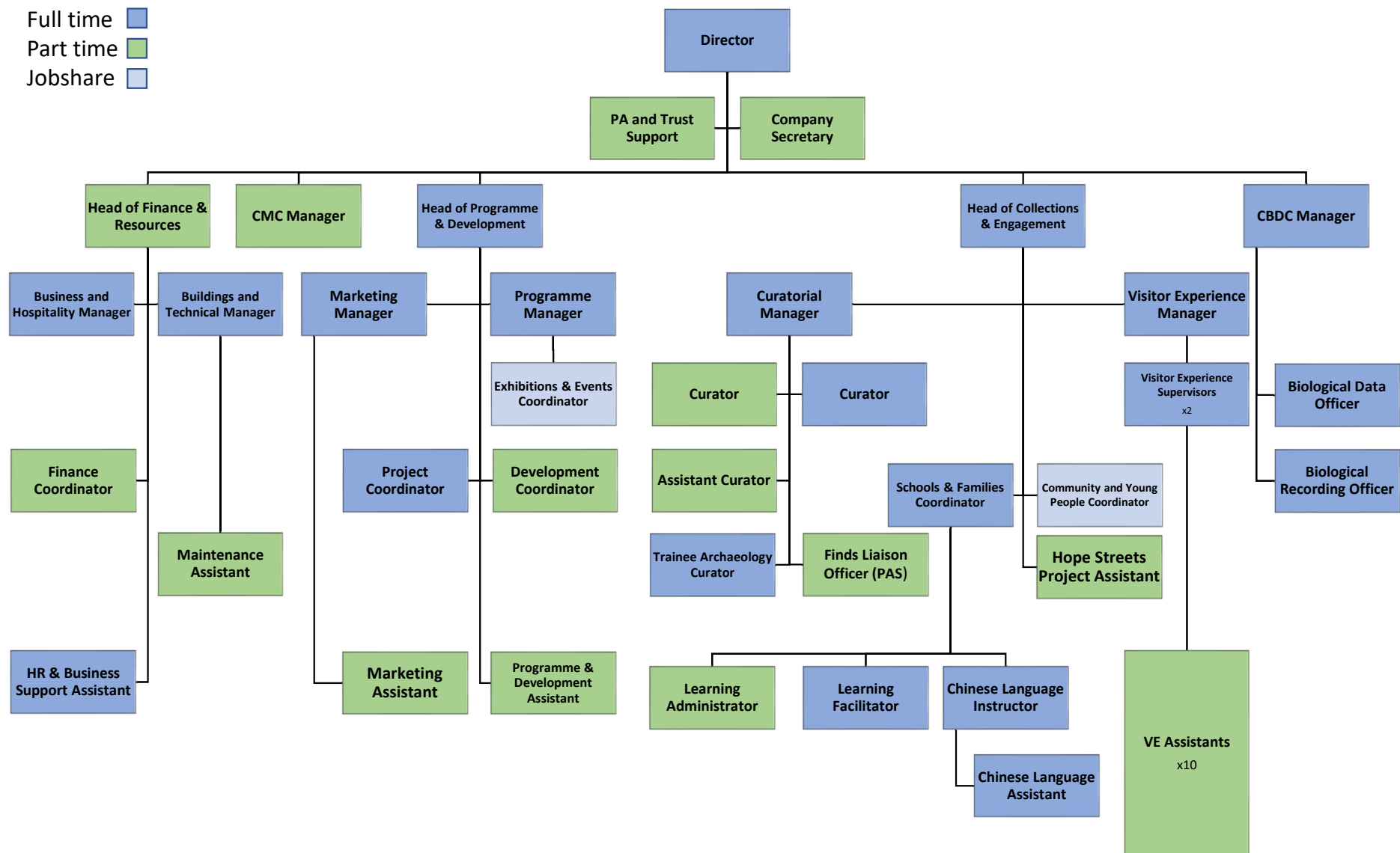
	5.11	Create and deliver programmes that increase the number and range of school pupils engaging with the museum with a 5% annual increase on 17-18 baselines	HC&E	2020	Core	8	
	5.12	Extend Arts Award provision, contributing to reaching the CMC target of increasing the number of Arts Awards achieved annually by 27% from 776 to 985 by 2022	HC&E	2022	CMC	7	
	5.13	Actively support the Cultural Education Challenge in Cumbria with Curious Minds	HC&E	Ongoing	LCEP	5	
	5.14	Maintain our programme of activity and participation for Young People at 300 participation days annually. Increase subject to funding (to be established by Q3).	HC&E	Ongoing	CMC	6	
	5.15	Deliver targeted activity programmes for families, increasing engagement by family members at 5% annually from 17-18 baselines.	HC&E	2022	CMC	3	
	5.16	Expand and develop our digital offer as part of CMC: <ul style="list-style-type: none"> ○ Create digital learning resources for teachers, schools and young people. Pilot by the end of 18-19. ○ Embed cross-departmental digital team, responsible for driving digital ambition and, increase captured content (filming and live-streaming artists and curator talks etc). Revise membership, appoint chair and review terms of reference by Q1. ○ Increase work with artists who create digital work (ie Creative Content), conducting scoping exercises and defining best practice by end of 2019 and a pilot project by end of 2022 ○ Embed digital engagement into formal and informal learning programme. Conduct scoping exercise and a pilot by end 18-19 ○ Ensure each exhibition features an element of creative media 	HC&E and HP&P	Ongoing	CMC	6	
						3	
						6	
						4	
	5.17	Subject to successful funding, we will actively work to recruit and train volunteers to deliver enhanced gallery experiences (and thus increase income from admissions) by developing a programme that responds to the Manifesto and may include guided tours and themed re-enactors	HC&E, HR&VA	March 2018	Core	7	

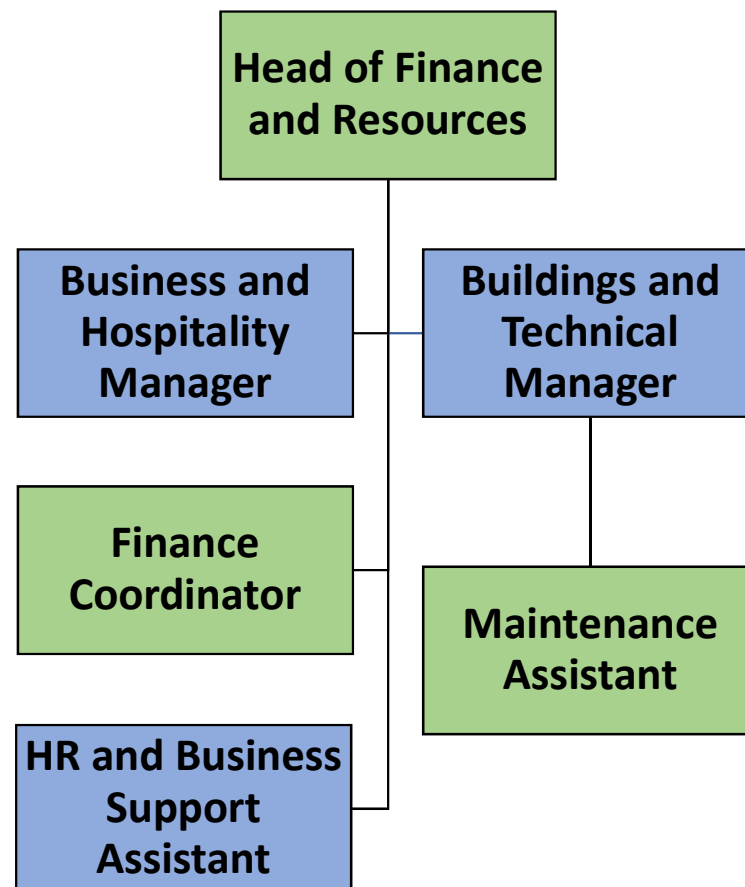
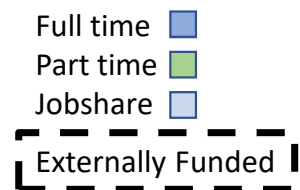
	5.18	Develop relationship with University of Cumbria following MoU, creating a delivery plan for the next four years focussing on engaging more students with the programme and developing more teaching opportunities.	HP&P and HC&E	Q3 2018/19			
Objective 6.	Continue to work with hard-to-reach groups within Carlisle and surrounding area		By Whom	By When	Resource	Risk Ranking	Traffic Light
	6.1	<p>Increase the number of active volunteers by 10% by 2022.</p> <ul style="list-style-type: none"> Through a volunteering working group, conduct an audit of current volunteer involvement – benchmark numbers, identify gaps, cold-spots and new opportunities by 2019 Adopt the Volunteer Makers platform and use ‘blended-volunteering’ to broaden the range of volunteering opportunities available by end 2018 Liaise with sector and diversity partners to diversify the range of people able to access volunteer opportunities, including CVS and PRISM by 2019 	HR&VA		CMC	<p>3</p> <p>3</p> <p>5</p>	<div></div> <div></div> <div></div>
	6.2	<p>Develop community and arts engagement with underrepresented groups</p> <ul style="list-style-type: none"> Continue to work with vulnerable adults, with a target of 600 participation days annually Be active participants in the Carlisle Dementia Action Alliance and assist Carlisle’s aspiration to become a Dementia Friendly City Projects will be developed with artists from diverse backgrounds 	HC&E and HP&P	Ongoing	CMC	<p>4</p> <p>2</p> <p>5</p>	<div></div> <div></div> <div></div>
Objective 7.	Strengthening our Hadrian’s Wall offer		By Whom	By When	Resource	Risk Ranking	Traffic Light
	7.1	<p>Promote and champion links with Hadrian’s Wall Partnership through building visitor awareness via internal and external marketing and communications</p> <ul style="list-style-type: none"> Remain a key partner in the Hadrian’s Wall Partnership 	Dir. & DD	Ongoing		3	<div></div>

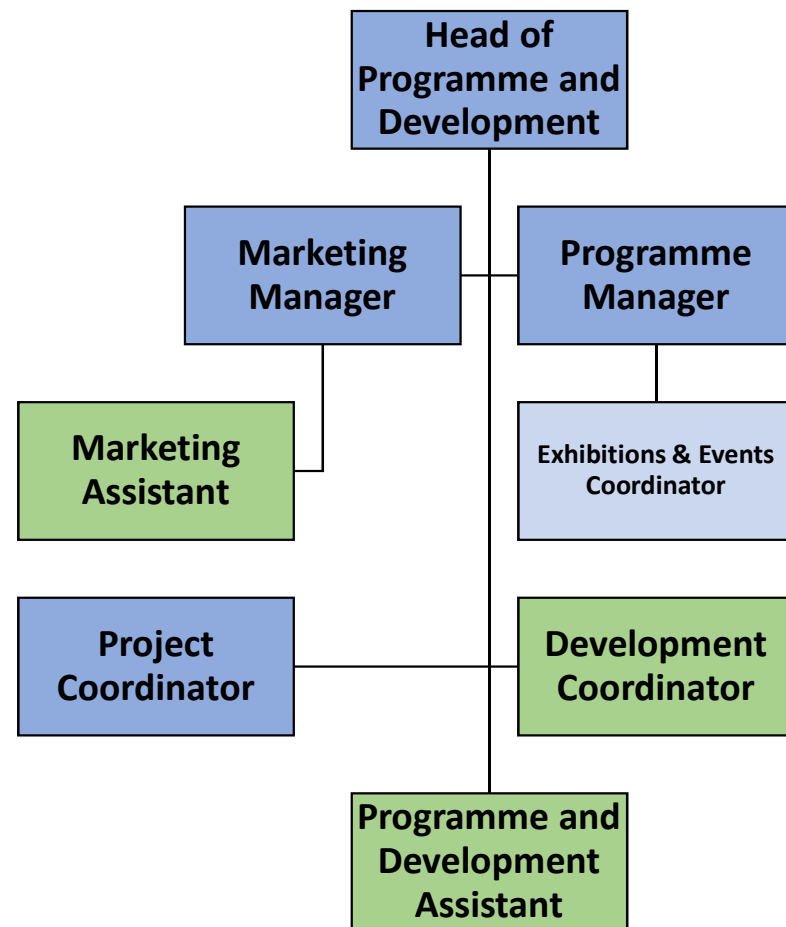
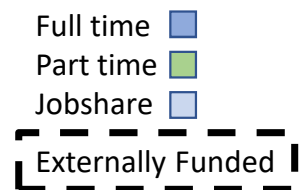
		<ul style="list-style-type: none"> Ensure we maximize the impact of the UNESCO World Heritage brand Develop British Museum links in the interpretation of the Roman Frontier Gallery 					
	7.2	<p>As CMC Continue to invest time in cultural and tourism marketing partnerships including the Carlisle Cultural Consortium, Lake District China Forum, Japan Forum, Hadrian's Wall Country, Cumbria's Living Heritage and Borderlands.</p> <p>Play a leading role in cultural partnerships and projects that aim to embed culture into the county's tourism offer, and look to increase engagement with strategic bodies such the LEP and Britain's Energy Coast to ensure that they promote culture as central to the county's economic wellbeing</p> <p>Undertake an annual review to assess the productivity of Tullie House's partnership in the above organisations.</p>	Dir. & DD	Ongoing		6	
	7.3	Work with partners to further develop the China-UK Wall to Wall initiative between Hadrian's Wall and the Great Wall	Dir & HP&P	Ongoing		6	
Objective 8.	Develop international audiences from China or with communities interested in Chinese culture		By Whom	By When	Resource	Risk Ranking	Traffic Light
	8.1	Bring world class collections to Cumbria from China and see collections shared internationally	HP&P and HC&E	Ongoing	CMC	6	
	8.2	<p>Work with local partners / initiatives to attract more international visitors from American and Far East Markets</p> <ul style="list-style-type: none"> Develop guided tours in Mandarin by end Q2 Work with Carlisle City Council on the Heritage Cities app aimed at the American market Continue to attend Historic Quarter Meetings Engage with the Historic England Poppies campaign 	Dir, DD & HP&P. HC&E	2019	CMC WI budget	4	
	8.3		HC&E	Ongoing	CI,		

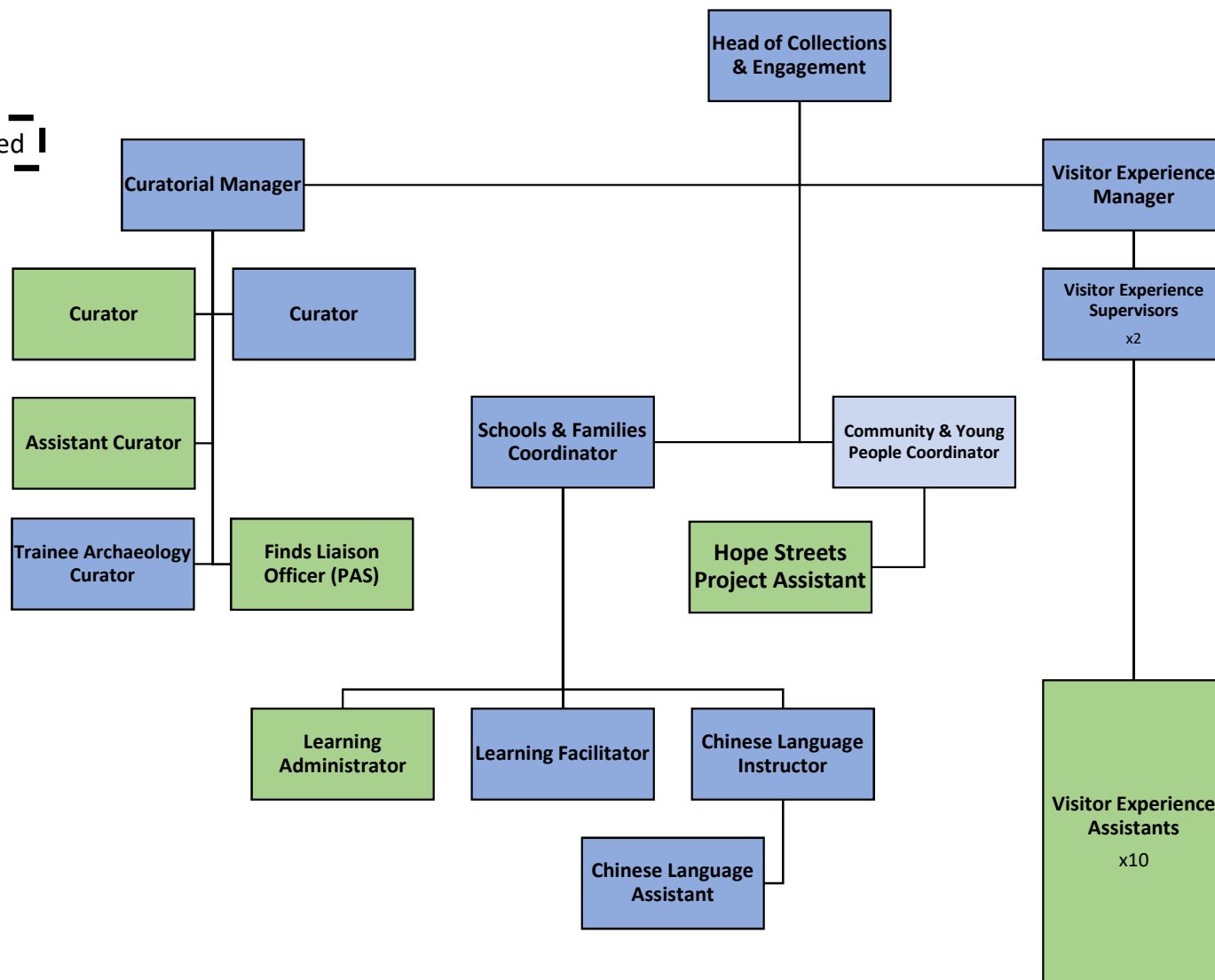
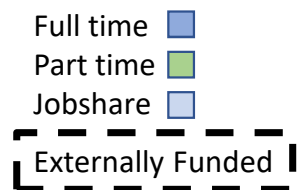
		Continue to develop the Chinese Engagement Programme in partnership with the Confucius Institute and as part of 5-year China Plan.					
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DRAFT









Report to Health & Wellbeing Scrutiny Panel

Agenda
Item:
A.5

Meeting Date: 15 November 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework Yes
Public / Private Public

Title: QUARTER 2 PERFORMANCE REPORT 2018/19
Report of: Policy and Communications Manager
Report Number: PC 21-18

Purpose / Summary:

This report contains the Quarter 2 2018/19 performance against the current Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. Performance against the Panel's 2018/19 Key Performance Indicators (KPIs) are also included.

Recommendations:

1. Consider the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.
2. Closure of Carlisle Plan Key Action 26: *Continue to implement the Green Infrastructure Strategy to make our green spaces safe and exciting for our residents and visitors, enhancing Carlisle's reputation as a green, welcoming city for people and business that encourages inward investment, raise property values and increase productivity.*
The specific task was the construction of the Crindledyke cycleway. The project was completed on time and to budget in Quarter 2.
Whilst the Strategy is ongoing for several years, this cycleway project is complete and no further large projects are imminent.

Tracking

Executive:	10/12/18
Scrutiny:	Business and Transformation 29/11/18 Health and Wellbeing 15/11/18 Economic Growth 22/11/18
Council:	N/A

1. BACKGROUND

This report contains the Quarter 2 2018/19 performance against the Service Standards and a summary of the Carlisle Plan 2015-18 actions as defined in the 'plan on a page'. The Panel's Key Performance Indicators (KPIs) are also included.

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Following a review of the initial set of five Service Standards, five further measures were introduced from Quarter 2 2017/18. All measures were reviewed by officers at the end of 2017/18 and changes consulted on at Scrutiny Panels earlier in the year.

Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs. The following pages contains the Council's performance against the Service Standards for this Panel.

The appendix attached contains the Council's performance against the KPIs within the Panel's remit.

The updates against the actions in the Carlisle Plan are presented in Section 2. Only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports.

Summary of KPIs and Service Standards:

Service Standards – 0 'red', 2 'amber' and 2 'green'

KPIs – 2 'red', 2 'amber', 6 'green'

Summary of Exceptions (RED)

Measure	Target	Performance
CSe04 Revenue gained from household waste recycling collected	£322k	£250k See Carlisle Plan Key Action 20 comments
GRS06 Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times.	90%	82% The reduction in performance led to a management review of practices within the teams. It was found that there have

		<p>been recent issues regarding record keeping on jobs completed. Management are reemphasising the importance of good record keeping and expect to see improvements in the reported performance in the next quarter.</p>
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3. PROPOSALS

Closure of Carlisle Plan Key Action 26: *Continue to implement the Green Infrastructure Strategy to make our green spaces safe and exciting for our residents and visitors, enhancing Carlisle's reputation as a green, welcoming city for people and business that encourages inward investment, raise property values and increase productivity.*

The specific task was the construction of the Crindledyke cycleway. The project was completed on time and to budget in Quarter 2.

Whilst the Strategy is ongoing for several years, this cycleway project is complete and no further large projects are imminent.

3. RISKS

None

4. CONSULTATION

The report was reviewed by Directorate Management Teams in November, by the Senior Management Team on 6 November 2018 and will be considered at the other Scrutiny Panels.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Panel are asked to comment on the Quarter 2 Performance Report prior to it being submitted to Executive.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

Contact Officer: Gary Oliver

Ext: 7430

Appendices attached to report:

Performance Dashboard

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:

LEGAL - This report raises no explicit legal issues.

FINANCE – This report raises no explicit financial issues

EQUALITY – This report raises no explicit issues relating to the Public Sector Equality Duty.

INFORMATION GOVERNANCE – This report raises no explicit issues relating to Information Governance.

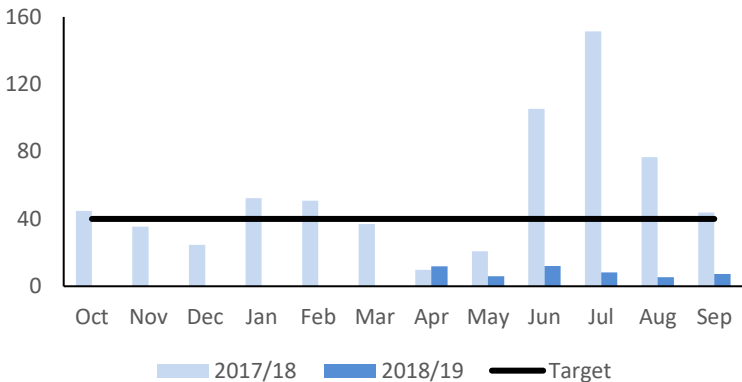
Section 1: Service Standards 2018/19

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Following a review of the initial set of five Service Standards, five further measures were introduced from Quarter 2 2017/18.

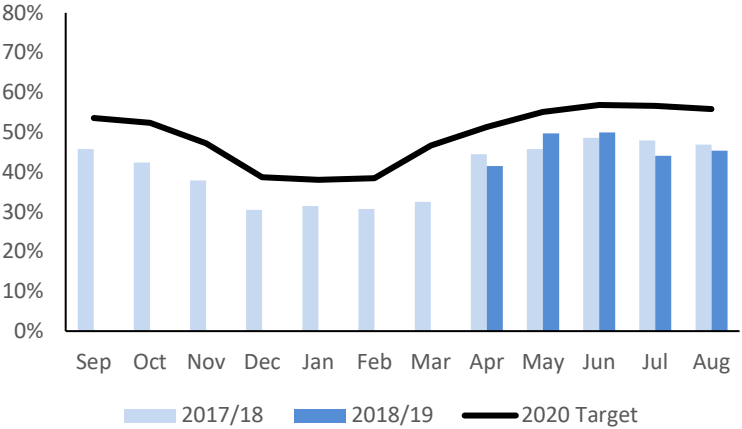
Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs.

The following pages contains the Council's performance against the Service Standards within the Panel's remit.

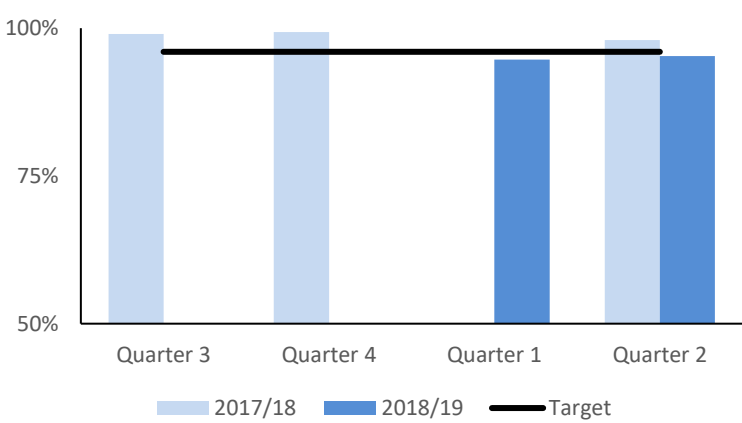

SS02: Proportion of waste or recycling collections missed (valid)

Service Standard	To End of Quarter 2 2018/19	Performance by Month	Further Information																																																				
40 missed collections per 100,000 (Industry standard)	9.6 (Q2 2017/18: 45.4)	 <table><caption>Missed Collections per 100,000 by Month</caption><thead><tr><th>Month</th><th>2017/18</th><th>2018/19</th><th>Target</th></tr></thead><tbody><tr><td>Oct</td><td>45</td><td></td><td>40</td></tr><tr><td>Nov</td><td>35</td><td></td><td>40</td></tr><tr><td>Dec</td><td>25</td><td></td><td>40</td></tr><tr><td>Jan</td><td>45</td><td></td><td>40</td></tr><tr><td>Feb</td><td>45</td><td></td><td>40</td></tr><tr><td>Mar</td><td>35</td><td></td><td>40</td></tr><tr><td>Apr</td><td></td><td>10</td><td>40</td></tr><tr><td>May</td><td></td><td>15</td><td>40</td></tr><tr><td>Jun</td><td></td><td>10</td><td>40</td></tr><tr><td>Jul</td><td>150</td><td>10</td><td>40</td></tr><tr><td>Aug</td><td></td><td>5</td><td>40</td></tr><tr><td>Sep</td><td></td><td>10</td><td>40</td></tr></tbody></table>	Month	2017/18	2018/19	Target	Oct	45		40	Nov	35		40	Dec	25		40	Jan	45		40	Feb	45		40	Mar	35		40	Apr		10	40	May		15	40	Jun		10	40	Jul	150	10	40	Aug		5	40	Sep		10	40	Just under two million collections were due to be made in the first six months of the year. 168 collections were missed meaning the success rate was 99.992%.
	Month		2017/18	2018/19	Target																																																		
	Oct		45		40																																																		
Nov	35		40																																																				
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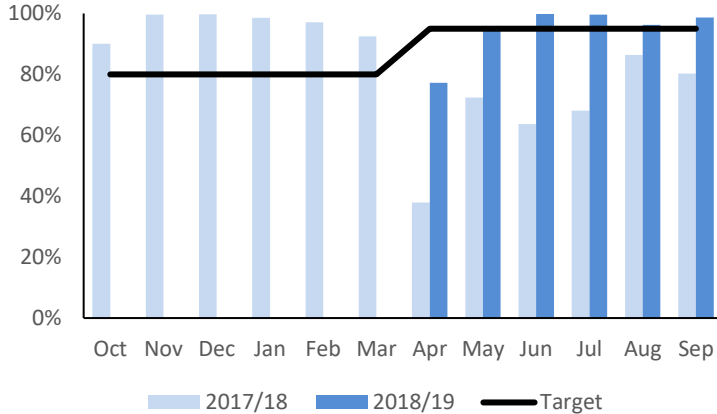

SS03: Percentage of household waste sent for recycling (including bring sites)

Service Standard	To end of Aug 2018/19	Performance by Month	Further Information
50% by 2020 (Nationally set target)	46.4%	 <p>80% 70% 60% 50% 40% 30% 20% 10% 0%</p> <p>Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug</p> <p>2017/18 2018/19 2020 Target</p>	<p>Recycling rates nationally have stagnated and even reduced in some areas.</p> <p>Rates were down in July and August this year due to a 17.5% reduction in the tonnage of green waste collected compared to last year as a consequence of the dry weather.</p>
	(end of Aug 2017/18: 46.8%)		
	On target?		
	▲		

SS06: Proportion of food businesses that are broadly compliant or better with food safety legislation

Service Standard	Rolling figure to end of Quarter 2 2018/19	Performance by Quarter	Further Information																				
Our work with local food businesses should ensure that 96% are at least broadly compliant.	95.3%	 <table><thead><tr><th>Quarter</th><th>2017/18 (%)</th><th>2018/19 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Quarter 3</td><td>98</td><td>-</td><td>96</td></tr><tr><td>Quarter 4</td><td>98</td><td>-</td><td>96</td></tr><tr><td>Quarter 1</td><td>-</td><td>93</td><td>96</td></tr><tr><td>Quarter 2</td><td>96</td><td>93</td><td>96</td></tr></tbody></table>	Quarter	2017/18 (%)	2018/19 (%)	Target (%)	Quarter 3	98	-	96	Quarter 4	98	-	96	Quarter 1	-	93	96	Quarter 2	96	93	96	Approximately 200 premises are inspected each quarter. All premises are inspected at least once every eighteen months. Up to the end of September, 1063 out of 1116 inspections were broadly compliant.
	Quarter		2017/18 (%)	2018/19 (%)	Target (%)																		
	Quarter 3		98	-	96																		
Quarter 4	98	-	96																				
Quarter 1	-	93	96																				
Quarter 2	96	93	96																				
On target?																							
																							

SS09: Proportion of new waste and recycling bins, bags and containers delivered on time (within 10 working days)

Service Standard	To End of Quarter 2 2018/19	Performance by Month	Further Information																																																				
95% delivered within 10 working days	96.3% (Q2 2017/18: 69%)	 <table><caption>Monthly Performance Data (Estimated)</caption><thead><tr><th>Month</th><th>2017/18 (%)</th><th>2018/19 (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Oct</td><td>90</td><td></td><td>80</td></tr><tr><td>Nov</td><td>100</td><td></td><td>80</td></tr><tr><td>Dec</td><td>100</td><td></td><td>80</td></tr><tr><td>Jan</td><td>98</td><td></td><td>80</td></tr><tr><td>Feb</td><td>97</td><td></td><td>80</td></tr><tr><td>Mar</td><td>92</td><td></td><td>80</td></tr><tr><td>Apr</td><td>38</td><td>78</td><td>95</td></tr><tr><td>May</td><td>72</td><td>95</td><td>95</td></tr><tr><td>Jun</td><td>65</td><td>100</td><td>95</td></tr><tr><td>Jul</td><td>68</td><td>100</td><td>95</td></tr><tr><td>Aug</td><td>88</td><td>95</td><td>95</td></tr><tr><td>Sep</td><td>80</td><td>98</td><td>95</td></tr></tbody></table>	Month	2017/18 (%)	2018/19 (%)	Target (%)	Oct	90		80	Nov	100		80	Dec	100		80	Jan	98		80	Feb	97		80	Mar	92		80	Apr	38	78	95	May	72	95	95	Jun	65	100	95	Jul	68	100	95	Aug	88	95	95	Sep	80	98	95	
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On target?																																																							
																																																							

Section 2: Key Performance Indicators (KPIs)

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards, a set of Key Performance Indicators derived from the links between the service plans and Budget Resolution were developed. These are attached as a dashboard.

Section 3: Carlisle Plan on a Page 2016-18 Delivery

Priority 2: Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents

Service and Facilities Development:

OUTCOME	<u>12. Develop and deliver the proposed new leisure contract to improve facilities at The Sands Centre in line with the City Sports Facilities Development Plan and enhance the leisure services across the city.</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Business & Transformation / Health & Wellbeing
Specific – What is the task	<ol style="list-style-type: none"> 1. To retender and award a new leisure contract with a significantly reduced subsidy. 2. Develop Outline Designs and budgetary package and secure approvals for Sands Centre Development. 3. Complete works on cycle track and open the facility. 4. Complete works on tennis canopy and open the facility.
Measurable – How will success be measured?	<ol style="list-style-type: none"> 1. The award of a new contract. 2. Executive approval for outline designs and consent (inc budgetary provision) to develop detailed design and works. 3. An operational track by October 2017. 4. Canopy covered courts by Spring 2018.
Achievable – Is it feasible?	<ol style="list-style-type: none"> 1. COMPLETE 2. Sufficient budget and permission has been secured to appoint a design team to take the project to the end of outline design. The design team are currently working on a more detailed design to RIBA Stage 3. 3. COMPLETE 4. Support in place from the LTA and a clear scheme identified, subject to planning permission the canopy can be delivered.

Realistic – Resources available	<ol style="list-style-type: none"> 1. The project is on schedule and has adequate financial resource to be completed. 2. The project is on schedule and has adequate financial resource to be completed. 3. COMPLETE 4. Sufficient budgetary provision has been made via grant funding from the LTA and the city council's capital programme. Work is currently underway to procure the enabling work to get the tennis courts back into service.
Time Bound – Start/end dates	<ol style="list-style-type: none"> 1. COMPLETE 2. Route to Affordability to be completed by the end of October 2018 and contracts put in place for the Principal Contractor. The designers need to be novated to the Principal Contractor by the end 2018, to maintain programme. Temporary accommodation (or alternative arrangements') need to be put in place by the end of October 2018 to allow demolition and construction of the Sands Leisure facilities by March 2019. Completion of the project scheduled for December 2020. 3. COMPLETE 4. The enabling works was scheduled for completion by end November 2018.
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	<ol style="list-style-type: none"> 1. The leisure contract retender is complete and it has been in place since December 2017. 2. RIBA Stage 3 and 4 design work continues and a schedule for returning to Executive, Scrutiny and Council is being planned. Planning application has been submitted and is due for consideration in November. 3. The cycle track is complete and operational. The final account has been settled following adjudication. 4. The proposed Tennis Canopy at Bitts Park has been abandoned due to the extent and condition of main sewers running under the courts and the risks and costs associated with works nearby. Dialogue will continue with the LTA to see if there are any other options providing covered courts in the City.

Emerging issues / risks to the project	The Sands project: a) Matching affordability with the design criteria of the scheme, and third-party expectations b) condition of the existing building; c) management of the temporary accommodation budget, d) staff car parking; e) management of the interaction between the construction of the project and phase 2 of the Environment Agencies Flood Defence scheme. f) interaction with the Carlisle Flood Defence Group.
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OUTCOME	<u>13. Deliver a renewed Old Fire Station 2017/18 Business Plan and Development Strategy</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	<ol style="list-style-type: none"> 1. To review the existing business plan and develop a new one for 2018 taking into account income generation and sustainability. 2. To identify and secure funding to help cover additional front of house staff. 3. Improve audience numbers through marketing and promotion.
Measurable – How will success be measured?	<ol style="list-style-type: none"> 1. Development of a new business plan for 2018. 2. Success will be measured by the amount of funding secured. 3. Number of visitors to venue / number of audience members at specific events in comparison to previous year (measure CSe19).
Achievable – Is it feasible?	<ol style="list-style-type: none"> 1. The catering contract is due for renewal in 2018 and the current business model is becoming outdated. This is a good opportunity to reconsider the plan. 2. Working with the funding officer to identify potential funding streams. 3. Using the marketing budget to investigate alternative avenues for marketing.
Realistic – Resources available	<ol style="list-style-type: none"> 1. The existing team will work on the review as part of their 2017 work programme. 2. Using casual staff and employed staff to work on funding bids. 3. Existing staff to develop marketing plan.
Time Bound – Start/end dates	<ol style="list-style-type: none"> 1. First draft to be prepared by Dec 2017. 2. Funding in place for March 2018. 3. Action plan to be developed during 2017.
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	<ol style="list-style-type: none"> 1. A revised business plan was developed for 2018/19 and translated into the ledger and budgetary provision for the OFS.

	2. A leasehold opportunity has recently been advertised to test potential for further improvement on the operating costs for the OFS under a different model.
Emerging issues / risks to the project	None

Healthy City Programme:

OUTCOME	<u>16. Continue to work with key partners to deliver the World Health Organisation Phase VI Healthy City Action Plan</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	<ul style="list-style-type: none"> - Restructure Healthy City Forum (HCF) and work with partners to deliver on the Phase VI application - Completion of the Annual Reporting Template (ART) - Completion of abstract submissions - Develop action plan - Explore next phase (VII) – timescales yet to be released - Deliver Place Standard situational awareness workshop
Measurable – How will success be measured?	<ul style="list-style-type: none"> - Number of partners engaged (target will be set as part of the Phase VII criteria) - Completion of ART and feedback received - Number of abstracts accepted (target: 1) - Development of an action plan
Achievable – Is it feasible?	Yes
Realistic – Resources available	No budget allocated – but some external resource / capacity
Time Bound – Start/end dates	Phase VI 2014-18 Phase VII details to be released in early 2019
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	<p>3 abstracts presented at WHO International Healthy City event in Quarter 2. Several sessions also chaired by representatives from Carlisle. Carlisle was held as a beacon of good practice.</p> <p>A new strategy is now being developed based on the WHO's '6 Ps' and will be updated with Phase VII criteria.</p> <p>Contributions have also been made to the Cumbria Public Health Strategy in two key strategic areas.</p>
Emerging issues / risks to the project	Capacity within the team

OUTCOME	<u>17. Continue to support and develop the Food City Partnership: Local Healthy Eating Options; Carlisle Food Charter; food sector supply chain development; food skills; education and tourism.</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Develop work of Food Carlisle and subsequent partnership projects
Measurable – How will success be measured?	<ul style="list-style-type: none"> - Local Food Partnership Officer in post (June 17) - Development of Local Healthy Options Award (complete) - Number of Food Charter sign ups (target exceeded) - Sustainable Food Cities (SFC) Award (complete) - Refresh of partnership steering group and action plan
Achievable – Is it feasible?	Yes - fixed term period SFC funding for an appointed post (July 2017 to July 2018).
Realistic – Resources available	Yes. Further project funding will need to be explored and partnership working to develop shared projects. We also need to be aware that the funding is only available for one year.
Time Bound – Start/end dates	Commenced with appointment to post in June 2017 and projects will continue to be developed.
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	<ul style="list-style-type: none"> • A second Action Plan workshop has been held which is being used to shape the actions for the partnership steering group. • Rebrand of Meals on Wheels Cumbria (also received project funding). • Exploration of new projects with partners e.g. Big Lunch and Fareshare.
Emerging issues / risks to the project	Local Food partnership officer post funding has now ended – leaving a gap in resources

OUTCOME	<u>18. Work with partners to develop and deliver a Healthy Workforce programme</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Work with partners to design and develop a workplace health partner project / package and lead by example in the completion of Carlisle City Councils Better Health at Work Application
Measurable – How will success be measured?	<ul style="list-style-type: none"> - Sickness absence stats (measures FR03 and FR04) - Number of employees engaged - Number of organisations signed up to the Better Health at Work (BHaW) Award - Number of businesses / organisations signed up to BHaW - Delivery of an event (Summer 2018)
Achievable – Is it feasible?	Timescales may slip. Need for good partner relationships
Realistic – Resources available	Yes – Partnership funding externally
Time Bound – Start/end dates	Contract with Inspira to start Nov 2017. Initial delivery and 2 events to be held before end of 2018.
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	The City Council has achieved the 'bronze' BHaW Award. The second event was held by Inspira over the Summer. The project is now complete and feedback from partners is now awaited to gauge success of the programme and performance against the measurables above.
Emerging issues / risks to the project	None

Priority 3: Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle

Rethinking Waste:

OUTCOME	<u>20. Optimise income achieved from the sale of recyclable materials collected</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Optimise income achieved from the sale of recyclable materials collected
Measurable – How will success be measured?	Additional income for the Council through the sale of assets and through the receipt of recycling credits (measure CSe04)
Achievable – Is it feasible?	Yes
Realistic – Resources available	Yes – from 12 June 2017, kerbside recycling collections were extended to additional properties across Carlisle and at the same time the range of recyclable material collected from households was extended to include drinks containers (Tetrapak). Some of the increase in kerbside recycling collections will be off-set by an associated decrease in recycling collected from our local bring sites.
Time Bound – Start/end dates	There is no specific end date to this action; income will continue to be maximised.
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	<p>Early increases to recycling rates associated with the extension of recycling collections in 2017 are now steadying off. The long summer weather of 2018 has also had a significant impact on garden waste tonnages.</p> <p>Officers have:</p> <ul style="list-style-type: none"> • attended local roadshows / farmers' markets, Upperby Gala, Dalston Show to provide advice and promote recycling. • started to target those with high levels of refuse or low participation in recycling to influence behaviour change – this includes reducing those households with unauthorised 2nd refuse bins.

	<ul style="list-style-type: none"> • tidied up some of our more popular recycling sites to improve image, reduce contamination and fly-tipping and increase the quantity and quality of recycling. • continue to work with the Cumbria Strategic Waste Partnership as we try to find solutions to our shared challenges.
Emerging issues / risks to the project	<p>The value of recyclable materials has fallen significantly in recent months due to numerous factors beyond the control or influence of the Council. For example, the Chinese Government has banned the import of some recyclable material with knock-on effects on supply and demand across international and domestic markets. Such bans on imports are being repeated by other countries further impacting on values. This has had a significant impact on our ability to achieve income targets with values for some material falling from a positive (income) to a negative (cost). Income peaked at £26,000 per month from the sale of dry recycling in 2017, dropped as low as £2,000 per month in early 2018 but is now at the £10,000 per month level.</p> <p>The Council also receives income in the form of recycling credits paid from the County Council based on weight. Whilst we have seen an increase in recycling tonnages collected early gains in this regard are being eroded as we see a shift from industry and retailers to different, more lightweight material and reduced packaging and we have seen a steady reduction in paper use / demand with associated falls in values as more and more is done / read online.</p> <p>Officers continue to monitor the situation and are forecasting year-end pressures in these uncertain times.</p> <p>One of our established outlets for composting garden waste sold its business in September 2018 to its key local competitor, leaving just a single provider in the area. This reduced competition is likely to see increased costs for Carlisle going forward for the future disposal of garden waste, further adding to the pressure on budgets this year and ahead. We have</p>

	secured a competitive rate in the interim period to mitigate this, but we expect costs to rise, supporting the need for change in this non-statutory service.
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OUTCOME	<u>22. Provide quality, clean local environments for people to enjoy with the involvement of local communities, supported by robust enforcement action against those who drop litter, fly-tip or allow their dogs to foul</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	The production of an Enforcement Strategy 2019 to 2023 to identify the key actions to be undertaken by the Council over the next three years to tackle enviro-crime. To also include active work with schools, volunteer and community groups to support positive behaviour change and reduce reliance on the Council for clean-up activity.
Measurable – How will success be measured?	<ul style="list-style-type: none"> – Improved street scene with reduced incidence of fly-tipping, littering and dog fouling (measure CSe11) – Increase in successful enforcement action (measure CSe10) – Improved Council reputation (measured through survey work) – New partnerships developed and community links strengthened – Added value to the local community
Achievable – Is it feasible?	Officers to prepare a revised draft enforcement strategy to consult with elected members and stakeholders.
Realistic – Resources available	There are no significant resource implications.
Time Bound – Start/end dates	Strategy draft to: <ul style="list-style-type: none"> • October 2018 SMT • 16 January 2019 Executive 16 January 2019 • 21 February 2019 Health and Wellbeing Scrutiny • Awareness raising • 01 April 2019 live
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	Draft strategy developed and awaiting final approval in line with timetable above. Neighbourhood Services Team restructured to establish clear roles to support the roll out of neighbourhood working and to further build resilience and flexibility in the enforcement

	team which will underpin the effectiveness of the enforcement strategy. The document has been revised from a three-year to a five-year strategy.
Emerging issues / risks to the project	The launch of the strategy is behind the original timescale but the revised April 2019 date will ensure that the new structure and working arrangements are embedded and those officers with responsibility for developing neighbourhood working matched to the new structure for the Council once confirmed following the ward boundary review (May 2019).

Quality of our Local Environment:

OUTCOME	<u>25. Annually review the air quality in Carlisle and work with partners to deliver an Air Quality Action Plan to reduce outdoor air pollution to a safe level.</u>
SMT OWNER	Mark Lambert
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Defra LAQM process followed
Measurable – How will success be measured?	AQ assessment approved. Monitoring results continue downward trends. These are reported through an annual report to Scrutiny.
Achievable – Is it feasible?	Within existing staff and budgets
Realistic – Resources available	Delivered through Housing and Pollution Team
Time Bound – Start/end dates	As below
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	Defra (September 2018) have commented that the Annual Status Report 2018 from Carlisle for air quality is well structured and detailed and provides the information specified in the Guidance. The Housing and Pollution team will follow on with recommendations to revoke 2 of the 6 Air Quality Management Areas (AQMAs) in the District. A revised Air Quality Action plan will also be required for 2019/20 to cover the remaining AQMAs.
Emerging issues / risks to the project	None

Parks and Open Spaces:

OUTCOME	<u>26. Continue to implement the Green Infrastructure Strategy to make our green spaces safe and exciting for our residents and visitors, enhancing Carlisle's reputation as a green, welcoming city for people and business that encourages inward investment, raise property values and increase productivity</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Crindledyke cycleway - construction of the first phase of the new cycleway linking the Story Homes development at Crindledyke with the city centre via Kingmoor nature reserve. This will provide a traffic-free route for commuters and access to natural green space for recreation.
Measurable – How will success be measured?	Project delivered to time/budget
Achievable – Is it feasible?	
Realistic – Resources available	Budget is £280k of Section 106 money
Time Bound – Start/end dates	Sept 2017 to Autumn 2018
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	Project was completed on time and to budget in Quarter 2. Whilst the Strategy is ongoing for a number of years, this cycleway project is complete and no further large projects are imminent. It is therefore recommended that the action is closed.
Emerging issues / risks to the project	None

Priority 4: Address current and future housing needs to protect and improve residents' quality of life

Homelessness Strategy:

OUTCOME	<u>32. Work together with partners to monitor progress against Carlisle's Interagency Homelessness Strategy 2015-20</u>
SMT OWNER	Mark Lambert
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Work together with partners to monitor progress against Carlisle's Interagency Homelessness Strategy 2015-20
Measurable – How will success be measured?	Achieving the priority aims and objectives outlined within the Homeless Strategy and annual action plans. A full update is reported to Scrutiny annually as a separate agenda item.
Achievable – Is it feasible?	Yes
Realistic – Resources available	Yes
Time Bound – Start/end dates	End March 2020
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	All current targets within action plan on track.
Emerging issues / risks to the project	None

Housing Quality/Access:

OUTCOME	<u>33. Improve standards in the private rented sector (including student accommodation) through inspections, advice and, where necessary, enforcement.</u>
SMT OWNER	Mark Lambert
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Improve standards in the private rented sector (including student accommodation) through inspections, advice and, where necessary, enforcement.
Measurable – How will success be measured?	Number of HMO inspections completed to check licence conditions: Number of notices issued to improve the condition of the Private Housing stock Number of Private Sector Houses Inspections
Achievable – Is it feasible?	
Realistic – Resources available	
Time Bound – Start/end dates	There is no specific end date to this action.
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	Number of HMO inspections completed to check licence conditions: 5 Number of notices issued to improve the condition of the Private Housing stock: 0 Number of Private Sector Houses Inspections: 4
Emerging issues / risks to the project	New HMO licensing rules from 1 st Oct 2018 should result in greater activity in 3 rd quarter. An issue is also being addressed about consistency in how officers are recording inspections.

Priority 5: Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential

Tourism:

OUTCOME	<u>39. Continue to support the delivery of a high-quality events programme across Carlisle to raise the profile of the city, attract more visitors, celebrate diversity and increase pride in the city</u>
SMT OWNER	Darren Crossley
Scrutiny Panel	Health & Wellbeing
Specific – What is the task	Continue to support the delivery of a high-quality events programme across Carlisle to raise the profile of the city, attract more visitors, celebrate diversity and increase pride in the city
Measurable – How will success be measured?	Delivery of an agreed programme of events.
Achievable – Is it feasible?	Yes
Realistic – Resources available	Staff and required financial resources are in place
Time Bound – Start/end dates	The events programme is a rolling programme
Progress in Quarter 2 2018/19 against project plan / key milestones achieved	The Summer events programme (including Freedom of the City, Pageant and Carlisle Fringe) were delivered successfully and to budget. Plans have been worked up to deliver the Christmas Lights Switch on, Christmas Market and other festive events.
Emerging issues / risks to the project	None

Health & Wellbeing Scrutiny Panel Performance Dashboard - to end of Quarter 2

Key	
↓	Performance is deteriorating (compared to same period last year)
↑	Performance is improving (compared to same period last year)
→	No change in performance (compared to same period last year)
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	New Code	Measure	Performance to end of Q2 2018/19	Performance to end of Q2 2017/18	Trend	Target	Comments
✓	CSe03	Average weight (Kg) of domestic non-recycled waste collected per house	198	203	↑	203	April to August only
✗	CSe04	Revenue gained from household waste recycling collected	£ 249,516	£ 352,489	↓	£ 322,366	Carlisle Plan Key Action 20 covers this KPI
N/A	CSe05	Proportion of all Carlisle waste recycled (including partners)	59%	60%	↓	Info only	April to August only
✓	CSe08	Litres of fuel used by Council fleet	194,777	205,485	↑	205,485	
N/A	CSe10a	Number of Fixed Penalty Notices issued for fly tipping	0	5	↓	Info only	
N/A	CSe10b	Number of Fixed Penalty Notices issued for littering	20	25	↓	Info only	
N/A	CSe10c	Number of Fixed Penalty Notices issued for dog fouling	2	3	↓	Info only	
N/A	CSe10d	Number of Fixed Penalty Notices issued for abandoned vehicles	2	1	↑	Info only	
N/A	CSe11a	Number of counts/reports of fly tipping	150	180	↑	Info only	
N/A	CSe11b	Number of counts/reports of littering	34	23	↓	Info only	
N/A	CSe11c	Number of counts/reports of dog fouling	101	102	↑	Info only	
N/A	CSe11d	Number of counts/reports of graffiti	19	10	↓	Info only	
N/A	CSe11e	Number of counts/reports of abandoned vehicles	172	262	↑	Info only	
▲	CSe12a	Proportion of acts of fly tipping responded to in full within 5 working days	99%	85%	↑	100%	
N/A	CSe12b	Proportion of acts of offensive graffiti responded to in full within 1 working day	N/A	N/A	N/A	100%	None reported
✓	CSe12c	Proportion of abandoned vehicles initially investigated within 5 working days	100%	100%	→	100%	
▲	CSe18	Actual OFS revenue as a percentage of OFS expenditure (including recharges).	22%	25%	↓	26%	Revenue down on target
N/A	CSe19	Old Fire Station count of event attendees (direct count of ticket sales)	12507	7097	↑	Info only	Excludes attendees at McGreys Events, visitors to the venue (café or to buy tickets) and private hire room bookings
✓	CSe24	Actual Bereavement Services revenue as a percentage of Bereavement Services expenditure (including recharges)	129%	125%	↑	123%	Revenue exceeded target
✓	CSe25	Actual Talkin Tarn revenue as a percentage of Talkin Tarn expenditure (including recharges)	99%	105%	↓	92%	Revenue exceeded target
N/A	CSe26	Proportion of allotment sites that are self-managed.	19%	22%	↓	Info only	
N/A	CSe27	Proportion of allotment plots that are occupied.	85%	89%	↓	Info only	Excluding self-managed sites
✓	CSe29	Percentage of play area safety inspection completed on time.	100%	100%	→	100%	
N/A	CSe36a	Social media reach: Facebook post reach - monthly average	117705	66175	↑	Info only	The number of people who had the City Council's post enter their screen
N/A	CSe36b	Social media reach: Twitter post reach - monthly average	105467	32650	↑	Info only	

Health & Wellbeing Scrutiny Panel Performance Dashboard - to end of Quarter 2

Key	
↓	Performance is deteriorating (compared to same period last year)
↑	Performance is improving (compared to same period last year)
→	No change in performance (compared to same period last year)
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	New Code	Measure	Performance to end of Q2 2018/19	Performance to end of Q2 2017/18	Trend	Target	Comments
✗	GRS06	Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times.	82%	90%	↓	90%	The reduction in performance led to a management review of practices within the teams. It was found that there have been recent issues regarding record keeping on jobs completed. Management are reemphasising the importance of good record keeping and expect to see improvements in the reported performance in the next quarter.

