



**PORTFOLIO AREA: HEALTH AND WELL BEING**

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Date of Meeting: 29th July 2001

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Public

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Key Decision: Yes

Recorded in Forward Plan: No

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Outside Policy Framework

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**Title:** TULLIE HOUSE SAVINGS AND OPTIONS FOR FUTURE  
MANAGEMENT

**Report of:** Director of Leisure and Community Development

**Report reference:** LCD 22/02

**Summary:**

Potential cost reductions for 2003/4 and onwards are discussed and the option of managing the facilities through a Trust is explained. A timetable for this process is suggested. Much further work will be needed if this option is to be pursued but it does enable significant savings without loss of service.

**Recommendations:**

1. The Executive is recommended to note the anticipated savings arising from trust formation and to take the action detailed below and to refer these and the other savings options to the budget process.
2. That the option of creating an independent trust to manage Tullie House on behalf of the Council is recommended as the best way of delivering the Executive's long term objectives.
3. This represent a significant change in Council policy and as such needs the approval of the full Council. The Executive is recommended to refer this report to the Overview and Scrutiny (Community) Committee and consider their views before referring the issue to Council.

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

4. It is recommended that the senior post in the museum be regraded to PO15-18 and that the regrade for the current year should be found from within base budgets until such time as any transfer to a Trust takes place when it will need to be allowed for in the Business Plan proposed by the Board. The post will be titled Arts and Museums Manager initially but with the expectation that they will become the chief officer of the trust, should it proceed, with a title to be determined by the board.
5. The officer group which is leading the client work on the externalisation of Leisuretime should extend it's work to encompass this externalisation. The group should be asked to report on options for the client function post externalisation.
6. The Director and the Portfolio holder should be asked to explore potential membership of an initiating group and commence discussions with that body. Their first task would be to agree with the Council a resourced project plan for the transfer.

**Contact Officer:** Euan Cartwright

**Ext:** 7350

**1. BACKGROUND INFORMATION AND OPTIONS**

See paras 1-5 of the report.

**2. CONSULTATION**

**2.1 Consultation to Date.**

The Portfolio Holder and Chief Officer have met with the staff to appraise them of the options being considered. There will be further consultative meetings as the matter is progressed.

**2.2 Consultation proposed.**

The proposal should be referred to Overview and Scrutiny (Community).

**3. STAFFING/RESOURCES COMMENTS**

Not applicable at this stage though detailed consideration of these issues will be needed as the proposal is progressed.

**4. CITY TREASURER'S COMMENTS**

Incorporated into the report.

**5. LEGAL COMMENTS**

Incorporated into the report.

**6. CORPORATE COMMENTS**

Incorporated into the report.

**7. RISK MANAGEMENT ASSESSMENT**

See para 12.

8. **EQUALITY ISSUES**

N/A

9. **ENVIRONMENTAL IMPLICATIONS**

N/A

10. **CRIME AND DISORDER IMPLICATIONS**

N/A

11. **RECOMMENDATIONS**

See para 14.

12. **REASONS FOR RECOMMENDATIONS**

See report.



## **TULLIE HOUSE SAVING REQUIREMENTS AND OPTIONS FOR FUTURE MANAGEMENT**

### **1. Objectives**

Officers have been asked to identify significant savings from the Tullie House net expenditure for 2003/4 and subsequent years.

We have also been asked to investigate the possibility of establishing a charitable trust to manage the operations of Tullie House Museum. The objectives for this change as outlined by the Executive are

- To provide greater management freedom for the operation of the museum and art gallery
- To assist in the reduction of the costs of the service.

This report has been prepared drawing from our experience of the externalisation of Leisuretime and in the light of discussions held with officers of York City Council. They are just completing the transfer of their museums' management to a trust (although the circumstances of their transfer are different to our own in a number of significant ways).

### **2. Background**

The following appendices accompany this report and provide background information for consideration.

- Appendix 1 – Tullie House Forward Plan
- Appendix 2 – Current Programme of Events
- Appendix 3 – Savings Options
- Appendix 4 – Analysis of budget 2002/3
- Appendix 5 – Draft Timetable for Trust Transfer

### **3. Scope of the Service**

- 3.1. Tullie House Museum and Arts Gallery encompasses a wide range of services. These are described in some detail in Appendix 1 the Tullie House Forward Plan. They are also set in the context of the Council's Corporate Plan and other local and regional contexts.

- 3.2. Appendix 2 is a copy of the current brochure promoting events at and organised through Tullie House. It provides a more vivid illustration of the nature and range of activities than does the forward plan.

#### 4. **Savings**

- 4.1. Appendix 4 contains a breakdown of the present costs and income at Tullie House. The costs of the direct public service amount to only 36% of the net costs of £1.6m. Rates, Capital Charges, Central Administration, Insurance and Building Maintenance absorb 65% of the budget and these figure are largely irreducible.

- 4.2. Appendices 4 & 5 detail a schedule of savings proposed in consultation with the Tullie House Management Team. Notes are included on the impact of the proposed reductions. These savings have been chosen because it is believed that of all the options available they would have the least impact on services to the public. Option such as the reductions in Arts Development or the Education programme could be considered if further savings are required but with significant service impact.

- 4.3. Savings options are further considered in paragraph 10.

#### 5. **Options for Change in Management**

Options available for changes in the management arrangements include continuation of the existing arrangements, closure of the service, external procurement/partnering and trust formation.

##### 5.1. **Continuation**

If significant reduction in cost are to be found (£150-250k) without the rates savings achievable through the trust option then they would have a devastating effect of the range and quality of services at the museum. It would reduce user number and user satisfaction and would take the museum out of top quartile performance. It is difficult to see how such changes would enable the delivery of Corporate Plan and City Vision objectives. This option would not deliver the savings objective without serious service impact and is therefore not recommended.



## **5.2. Closure**

No estimate has been prepared of the cost of closure of the museum. Whilst core service costs of £329k might be saved residual costs which would continue to be incurred with no service. Some grants would also have to be repaid notably that from the Millennium Commission. The continuing need to store the museum collections which have been gifted to the city in perpetuity and which cannot be disposed of etc. It is difficult to calculate these costs with detailed consideration. The Council's commitment to the service as reflected in the City Vision and the Corporate Plan is such that this detailed work is considered unjustified.

## **5.3. External Procurement**

Faced with similar objectives at the Sands Centre etc the Council pursued the option of a competitive tender. A well established market for the provision of sports and recreation exists and the tender process enabled the Council to use this competitive climate to secure Best Value for the services. Such a market does not exist for museum and art gallery operation. A significant number of independent trusts exist around the country but we have no knowledge of them tendering for the provision of services elsewhere. There are examples of partnership working elsewhere but this is where some common factor (normally geography) drives them together. There is no known opportunity for such a partnership in Carlisle. If it were achieved the such an arrangement may be capable of delivering Corporate Plan objectives but these would depend on the nature of the contract entered in to.

## **5.4. Trust Formation**

A substantial proportion of existing museums are managed by charitable trusts. Two major local authority services, Sheffield (2000) and York (completing August 2002) have recently transferred to trusts. In the case of Tullie House an immediate saving of £92k is available from the statutory charitable rate relief and such an arrangement would secure the management freedom which is one of the Councils objectives. Such an arrangement may be capable of delivering Corporate Plan objectives but these would depend on the nature of the contract entered in to.

## 5.5. Summary of Options

	Continuation	Closure	Tender	Trust
<b>Savings</b>	Not achieved without loss of service.	Probably achieved	Unknown	<£150k(?) without loss of service
<b>Management Freedom</b>	Unchanged	Not applicable	Yes – but no known alternative providers	Yes
<b>Service Impact</b>	Diminished service if savings are to be achieved	Loss of all/most services but substantial residual costs.	Specification would determine level of service.	Specification would determine level of service.
<b>Corporate Plan</b>	Not if savings are to be secured	No	Dependent on contract	Dependent on contract
<b>City Vision</b>	Not if savings are to be secured	No	Dependent of Contract	Dependent on contract

## 6. Trust Formation – How?

It is proposed that if a Trust were to take over the responsibility for the management of Tullie House then the following steps would need to be taken.



- 6.1. *Trust Formation*  
The Council does not have powers to establish a "Trust". Instead an Initiating Group would be drawn together (and probably financially supported by the Council) which would draw up the necessary documentation to form a Company Limited by Guarantee or an Industrial and Provident Society. They would also lead the "contractor side" in negotiation with the Council. Once the company had been formed they would draw together the Board which would manage the "trust" there after.
- 6.2. *Service Specification*  
The Council would continue to pay a substantial fee to the trust on an annual basis. A specification or service level agreement would have to be drawn up which outlined what the Council expected from the Trusts in consideration of the fee paid. This would cover the management of the collections and the contribution to the achievement of Corporate Plan Objects, BVPI's , maintenance of the buildings etc. (A similar document was prepared for the Leisuretime externalisation.)
- 6.3. *Contract*  
Instead of a Service Specification and Contract, York have opted for a Partnership Agreement. This is a statement of common aims and objectives prepared in a spirit of partnership. Whether such an arrangement offers the best long term security to both partners needs further consideration. An alternative would be a clearly defined contract under which both parties are certain of the nature and extent of their obligations. The documents prepared for Leisuretime may be capable of adaptation to this purpose.
- 6.4. *Lease Preparation*  
The Council would need to prepare leases for the proposed transfer of the property. This would include securing the permission of the Millennium Commission and the County Council who have interests in the Millennium Gallery. Building condition surveys will need to be completed together with costed planned maintenance schedules.
- 6.5. *Financial Issues*
- 6.5.1. *Set Up Costs*  
In York this process has cost in excess of £100k. This sum was given as a grant to the Initiating Group and they employed lawyers who have acted on behalf of both parties. The Leisuretime externalisation has a budget of £80k. The detailed mechanism for Carlisle is a matter which will be reported on further and which will require to be developed in partnership with the Initiating Body. The initiating body might be invited to report back to the Executive on anticipated costs.

#### 6.5.2. *Continuing Viability*

The trustees and the Council will wish to be confident of the continuing viability of the services. York has particular problems, which we do not face, concerning building maintenance and declining visitor numbers but by way of example their agreement provides for:

- A base budget (equating to the current budget) increasing annually with inflation through the life of the contract (25 years)
- A dowry of £345k to assist the trust in resolving certain building maintenance issues (with the potential of a further dowry in 3 years time if needed.)
- A commitment of £1.9m as a contribution to a Heritage Lottery project for redisplay and refurbishment.

York recognises the importance of the service to the City's tourism economy and sees this externalisation as a way of bringing in new expertise and finance to solve problems which are beyond their own powers rather than a way of saving money. The circumstances at York are different to Carlisle in a number of ways:

- They have declining visitor numbers – ours are increasing.
- They have intense competition from other attractions in the City.
- They have a massive back log of building maintenance (estimated £10m +)
- There has been no recent investment in new displays

Nevertheless the Council can expect that an Initiating Group and a Trust Board established to manage Tullie House would only assume responsibility for the service if they were confident that the level of support available, and the commitment to provide that support in to the future, were such as to provide security for the Trust and its employees.

#### 7. **Timescale?**

The York transfer will have taken 14 months from the decision to proceed to completion. Officers in York believe that it could have been achieved in six month but for certain local circumstances. At the present time the City Council is under significant pressure to complete:

- LSVT
- Leisuretime Externalisation
- Organisational Review



There are also many unknowns in this process and with these factors in mind I have prepared a draft timetable (Appendix 5). This can form a basis for planning and discussions with the Initiating Group and can be amended at a future date if necessary.

## 8. Other Implications

### 8.1. *Project Champion*

The Chief Officer in York acknowledged that a weakness in their process was the lack of a project champion on the contractor side who was able to see the project through from start to finish. This had delayed completion and weakened some aspects of the work. The Executive will be aware that the Director of Tullie House will be leaving in September. A number of factors need to be considered.

- We need to attract a high quality candidate into this post, capable of steering Tullie House in to this new arrangement, working with the trustees, managing an independent business and developing the services provided.
- The present post is entitled Director of Tullie House graded PO9-12 (<£29800) and, after the Organisational Review will be called the Museum and Arts Manager. The York service has appointed a Chief Executive, previously Chief Executive of the Craft Council, and is paying £55k. Their service is significantly larger than ours (Gross Exp £3.5m, Income £1.9m Net cost £1.6m)
- A permanent appointment by the City Council now will probably lead to a TUPE transfer to the chief officer post of the trust.
- The Trustees, when the board has been convened may prefer to make their own appointment on their own conditions of service. (This is what happened at York.)

The options available are:

- #### 8.1.1.
- Appointment on the present grade with the proposed post title of Museum and Arts and Manager. If a candidate with the skill necessary to secure the future of the service can not be found then other options could be followed.

Or

- 8.1.2. Regrading (<£35,000) / retitling of the present post to secure the early appointment of a candidate with the ability to steer Tullie House towards it's new status and to secure the confidence of the Trust Board. Such a post might be on a fixed term (3 years?) contract initially.

Or

- 8.1.3. Making short term arrangements for the management of Tullie House, until the trust board is in a position to make its own arrangements for the appointment of a director for the Museum.

- 8.1.4. In the light of the experience at York I would recommend the second option. It is proposed that the cost of the regrade for the current year should be found from within base budgets and that for subsequent years it will need to be allowed for in the Business Plan proposed by the Board. The post will be advertised as "someone to lead the service into it's operation by a trust" and referred to as the Arts and Museums Manager initially but with the expectation that they will become the chief officer of the trust with a title to be determined by the board.

- 8.2. *Project Management and the Organisational Review*  
Whilst the Trust is being established the Council will need a similar degree of support and expertise to that available for the Leisuretime Externalisation. As with Leisuretime this can best be provided by a multidisciplinary team, lead, initially at least, by the Director of Leisure and Community Development. After the Management Re-organisation the team might be lead by an Executive Director or the Head of Culture and Sports or the Procurement Officer. The client role, post transfer, within the authority will need to be considered at a later stage however the re-organisation has been designed to avoid a multiplicity of clients in the authority. The Leisuretime documentation places client and monitoring responsibilities on the contractor so far as reasonable and a similar principle might be adopted in the Tullie House documentation. The proposed Head of Culture and Sport is responsible for the management of the Arts and Museum service in the proposed structure. Upon it's externalisation these responsibilities would be lost. The monitoring role might be split between the procurement section and self monitoring by the Trust. The impact of this on the structure of the organisation needs further thought.



8.3. *Central Services*

As an independent charitable body the trust may choose to purchase support service from where it will. In the case of York it has chosen to purchase some from the Council but this may not happen in Carlisle. In 2002/3 Tullie House absorbs £153k of central administration. This may well rise in 2003/4 as a result of the Organisational Review. More detailed work needs to be done to see how much of this can be saved by the trust but central services will face the challenge of reducing costs again. Options for how this might be done require early consideration.

8.4. *Staff Involvement*

Experience of the LSVT and Leisuretime process encourages us to involve staff at the earliest possible moment. The Portfolio Holder and Director have already address the staff to explain the Executive's thinking in this matter and it is proposed that a staff consultative group will be convened to ensure good communications and staff involvement with the process. We intend to take this group, perhaps with other staff members, to York in the near future to meet their opposite numbers who have already been through this process.

9. **Future Opportunities**

- 9.1. We are aware that other authorities in the region are facing challenges in the provision of elements of their own cultural services. In some instances their future provision through a Trust is an option which is already under consideration or which may be considered in the near future. The opportunity may exist for a single trust to provide services to a variety of organisations. This is a possibility which the Council and the Initiating Body/Board of the trust will wish to examine and we may wish to ensure that the trust is constituted in such a way as to allow for future expansion or set the trust up so that it encompasses certain other services from the start.

10. **Savings Options Under the "Trust" Model**

- 10.1. As an alternative to the savings proposed in Appendices 4 and 5 it is suggested that the initiating body/trust board could be asked for their own ideas on how the service might be operated so as to produce the necessary cost reductions. In essence the Council would be offering the trust a grant of the present operating costs less the required savings and asking the trust to operate the service, in accordance with the service plan, for that amount. The trust would consider whether that was achievable in preparing its business plan and report back to the Executive on any the consequences.

## 11. Next Steps

If the Executive resolve that the transfer of Tullie House management to a trust should proceed then the next steps to be taken will be the formation of an Initiating Body. The client team will then work with the Initiating Body and the Director of Tullie House/ Arts and Museums Manager to:-

- *Jointly Prepare a project plan*
- *Prepare a risk assessment for the project*
- *Prepare a Business Plan for the Trust*
- *Prepare the transfer documentation*

As with the Leisuretime externalisation it is proposed that the staff of Tullie House and the Overview and Scrutiny (Community) Committee should be closely involved in the process. The details of this involvement remain to be resolved in the project plan.

## 12. Risk Assessment

A detailed risk assessment for this process has yet to be prepared but will be needed at an early stage in the process. It will need to encompass risks to the Council and risks to the Trust. It will need to cover:

### 12.1. *Property*

The Council will be leasing important buildings to the trust. We will need to be confident that their future use and their fabric are properly protected.

### 12.2. *Collections*

The collections will remain the property of the Council. These are of great financial and cultural value. We will need to be confident that they will remain secure, stable and accessible whilst they are in the safe keeping of the trust.

### 12.3. *Financial*

Because the freehold and the ownership of the collections will remain with the Council we will need to consider the financial implications of any failure of the trust at some point in the future.



- 12.4. *Political*  
The trust board are likely to want assurances that they will have reasonable stability of funding and support whatever political changes may arise in the period of the agreement.
- 12.5. *Personnel*  
The risks associated with large scale staff transfer are becoming well understood by this authority.
- 12.6. *Strategic*  
Any agreement will tie-up substantial revenue budgets and property for the period of that agreement (25 years in York). This may constrain the Council in future years.
- 12.7. *Service Risks*  
The Council will need to be confident that the services will at least sustained (and probably improved) during the contract. They will also wish to see safeguards in place in the event of the failure of the trust.
13. **Initiating Group - Membership**
- 13.1. Initial discussions have already been held with a number of potential members of an initiating body. The preliminary idea has been favourably received and there is good cause for optimism that an effective and talented group could be convened to form the basis of an effective trust board.
14. **RECOMMENDATIONS**
- 14.1. The Executive is recommended to note the anticipated savings arising from trust formation and to take the action detailed below and to refer these and the other savings options to the budget process.
- 14.2. That the option of creating an independent trust to manage Tullie House on behalf of the Council is recommended as the best way of delivering the Executive's long term objectives.
- 14.3. This represent a significant change in Council policy and as such needs the approval of the full Council. The Executive is recommended to refer this report to the Overview and Scrutiny (Community) Committee and consider their views before referring the issue to Council.

- 14.4. It is recommended that the senior post in the museum be regraded to PO15-18 and that the regrade for the current year should be found from within base budgets until such time as any transfer to a Trust takes place when it will need to be allowed for in the Business Plan proposed by the Board. The post will be titled Arts and Museums Manager initially but with the expectation that they will become the chief officer of the trust, should it proceed, with a title to be determined by the board.
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- 14.6. The Director and the Portfolio holder should be asked to explore potential membership of an initiating group and commence discussions with that body. Their first task would be to agree with the Council a resourced project plan for the transfer.

Euan Cartwright  
22/7/02



## Appendix 1 – Tullie House Forward Plan

**FORWARD PLAN**

**MUSEUM AND ARTS SERVICE**

**CARLISLE CITY COUNCIL**

**2002 –2005**



## CONTENTS

### Page

3	Introduction
4	Mission & Strategic Objectives
5	Organisation & Summary of Service
8	Budgets
9	Service links to key Council Objectives & Values Museums & Arts & Quality of Life Objectives Council Values
13	The Local & Regional Context
15	Plan Period Key Issues & Priorities Governance & Funding Visitor Trends Future Development Priorities Partnerships & Outreach
17	Strategic Objectives
19	Museum & Arts Operational Objectives
22	SECTION ACTION PLANS 2001-2004:  Visitor Services Collections Management Education Arts Development Marketing

## Appendix 1 – 3

33	1) Performance Indicators
34	2) Partners & External Funders
37	3) Policy

## **Introduction - Museum and Arts Service**

### **History of Organisation**

Tullie House Museum & Art Gallery service is wholly owned and administered by Carlisle City Council through its Leisure & Community Development Department. The Council is a District Authority within the County of Cumbria.

The public service and its collections can be traced back to 1877 and they have been based at Tullie House since 1893. The service has gradually expanded since then, with a major redevelopment opening in January 1991 and a new Millennium Gallery opening in August 2001. In 1993 the City's Arts Development Unit moved to Tullie House and the service became Museums and Arts. A branch Museum, the Guildhall, was opened in 1979, which is purely an interpretative facility, without separate staff or collections. Old Tullie House (1689), and the Guildhall (c.1504) are two of Carlisle's most important historic buildings, and their care as such is a responsibility of the Museums Service.

Since 1989, both buildings of the service have had Full Registered status under the scheme provided until 2000 by the Museums & Galleries Commission (now super-ceded by Resource). Registered numbers: 160 (Tullie House); 161 (Guildhall).

### **The Museum and Arts Service**

The Museum and Arts service for Carlisle City Council is largely within the portfolio of Health and Well Being, however aspects of the service do relate to the portfolios of Community Activities, Economic Prosperity and Promoting Carlisle. The service is currently managed within the Department of Leisure and Community Development, and it is based at Tullie House Museum and Art Gallery. The service has a branch museum at the Guildhall and manages a theatre programme at the Stanwix Arts Theatre.

The Museum service was historically the regional service for Cumbria and it still maintains the infrastructure. It continues to fulfil this remit in several aspects of its work including collections, curatorial expertise, research and publication. The Arts service also works across Cumbria, largely in partnership with other organisations. The service is grant aided by Northern West Arts to deliver Arts Development on a local level.

## **Mission and Strategic Objectives**



All of the staff have been involved in the development of this Forward Plan through a series of training days in June of last year. At a training session in November all staff contributed to the development of a mission statement for the service that everybody could remember and identify with:

**'To provide a quality Museum and Arts service which is accessible to everyone.'**

The management team working through a process of Team Improvement Reviews both together and with their sections have developed four strategic objectives to deliver the above mission statement. These four objectives encompass the core museums and arts service functions and the aspirations of that service to meet the needs of the users.

The four strategic objectives for the organisation are:

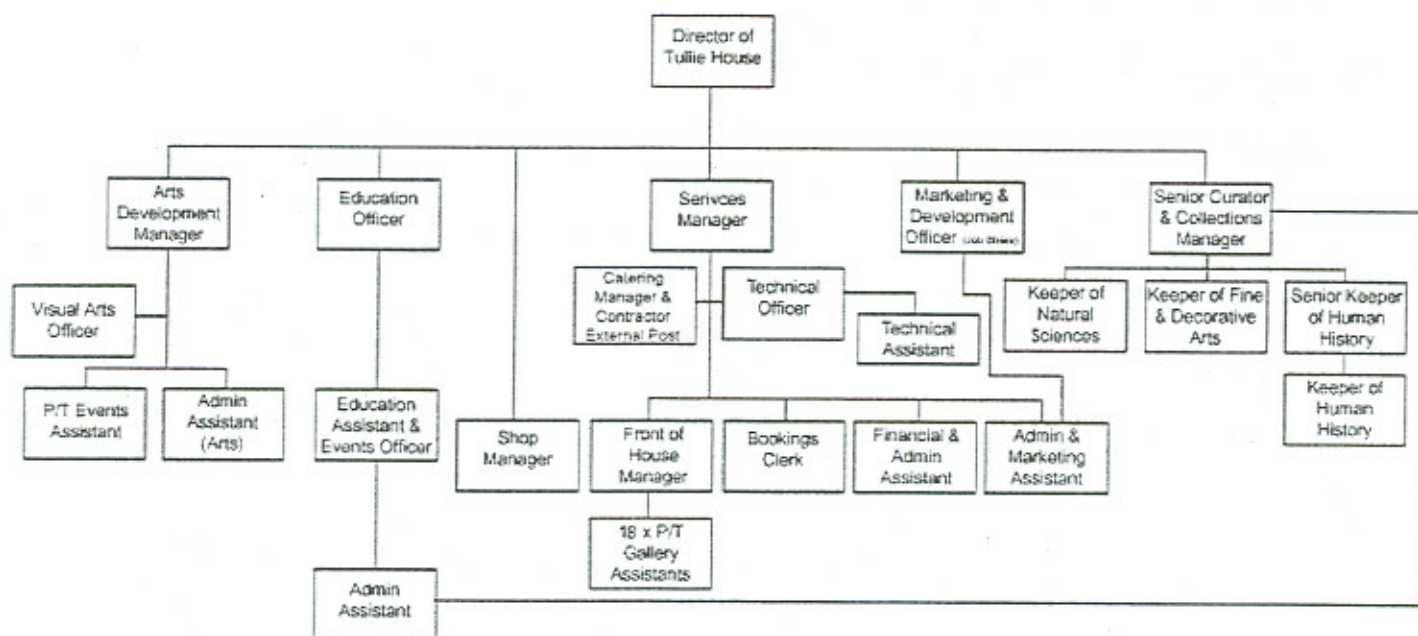
1. To care for, develop and interpret the Museum collections to the highest possible standards within the available resources.
2. To both facilitate and actively develop the quality and range of Arts and Museum provision in Carlisle and Cumbria.
3. Enable access to the Arts and Museum Services by the widest possible audience.
4. To maximise all income and resource opportunities to maintain and improve the quality of our services.

The above service mission statement and strategic objectives link with and deliver the Council's quality of life objectives and management objectives, the City Vision document and the Local Cultural Strategy. On a regional level the service mission links with the Regional Cultural Consortium's strategy for the Northwest Region. Tullie House also links in with the national context in the delivery of the new proposed structure for regional museums and galleries in England as a regional Hub Partner, and with new Arts Council structure of Regional Council boards

## Organisational Structure

The Museum and Arts service employs 52 staff directly and there are approximately 10 volunteers who are involved in delivering the service. In addition there are 13 staff employed by the contract caterers based in Tullie House.

### Museums & Arts Service Staffing Structure



The service is delivered through a functional structure with five section heads:

- Visitor Services manager
- Senior Curator & Collections Manager
- Education Officer
- Arts Development Manager
- Marketing Development Officer (job share)

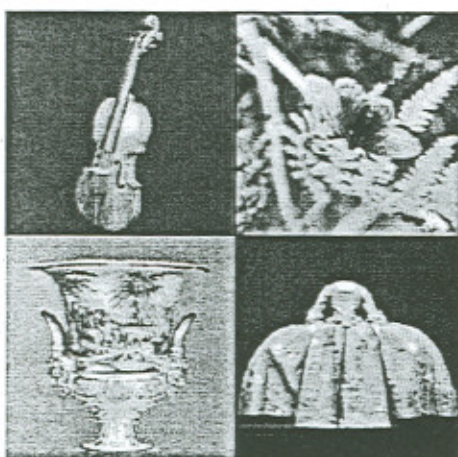
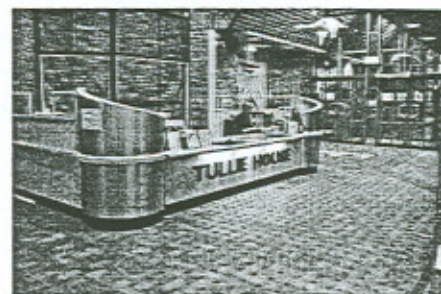
These section heads along with the Director make up the Tullie House Management Team (THMT). The work of the different sections is outlined below.



## Summary of Services

### Visitor Services

Visitor Services are the operational aspect of the service and provide support services for all areas of Museum and Arts. It is responsible for all aspects of customer service and for the effective management of the buildings from which the service is delivered this includes cleaning, health and safety, information technology and staff training. Visitor services deliver front of house services and work closely with the retail and catering facilities based in Tullie House.



### Collections Management

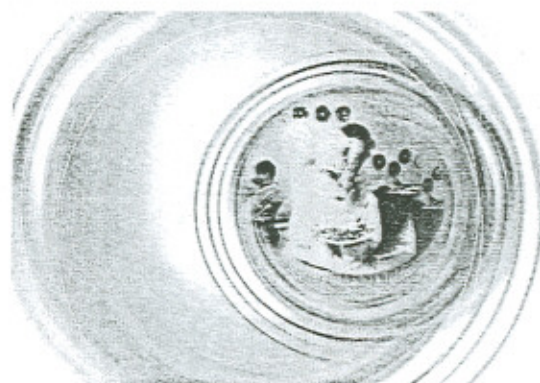
The Collections management team of four specialist curators, a senior curator and administrative support officer, is responsible for the care, use and development of the service's collections. The latter include over 250,000 artefacts, related documents and electronic databases. The section is responsible for the development of collections policies and delivers a temporary exhibitions programme based on the collections; gallery display, interpretive and documentary projects; an enquiry service; loans administration; collections study access; collections conservation management; collections-related research and publications, and liaison with related profession bodies and community organisations. Volunteers support some aspects of the section's work.

### Education

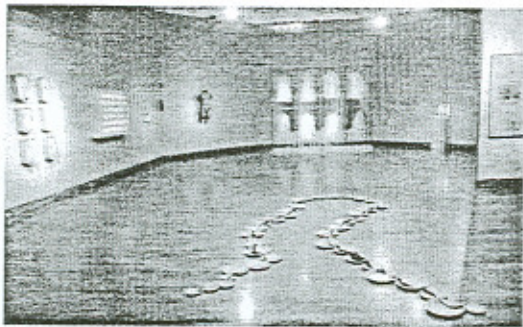
Tullie House has a successful Education Department which aims to bring the museum collections, displays and temporary exhibitions to life for people of all ages and backgrounds.

Young people have the opportunity to handle and investigate many real objects such as Roman arrowheads and Egyptian pottery. We also organise special activities, which expand upon the themes and ideas represented in the temporary exhibition programme. These special activities are cross-curricular in origin and focus on various subjects including design and technology, art, history and science.

Schools are not our only customers; we also work closely with students from local colleges, young people outside formal education and we provide a reminiscence service for retirement homes and day care centers.







## Arts Development Unit

This section was formed in 1993 with the transfer of the post of Arts Development Officer (now Arts Development Manager) to Tullie House from the Civic Centre. The Unit's work includes the exhibitions programme at Tullie House, and events promoted in other venues. These include Stanwix Arts Theatre at Cumbria Institute of Art and the annual Brampton Live festival at William Howard School in Brampton, a small market town 10 miles east of Carlisle. The

Unit's role as Carlisle's Local Arts Development Agency (LADA) also enables it to support, in terms of advice and advocacy as well as funding, a wide range of local arts organisations.

## Marketing

Tullie House is serviced by an in-house marketing department, which has a Marketing and Development Officer (job share) and a part time marketing assistant. The department is responsible for the implementation of the marketing plan, annual review, and the monitoring of the plan. It also has responsibility for the marketing budget. Since the department was set up in January 2001, a campaign of sponsorship opportunities to supplement promotion and development of the exhibitions programme has been successfully implemented. This helps to maximise promotional opportunities and has

furthered the Museums aims in strengthening local and National partnerships. The department is involved in all aspects of the marketing mix, whilst also maintaining good relations with the local and regional media to maximise press opportunities.



## Budget

### Operational Budget 2002/3 Museums and Arts Service

	Expenditure	Income	Net Cost
<b>Core Service</b>			
Curatorial	£147,770		£147,770
Events	£16,070		£16,070
Visual Arts	£60,390	£21,250	£39,140
Arts Development	£161,370	£86,740	£74,630
Education	£51,610		£51,610
	<b>£437,210</b>	<b>£107,990</b>	<b>£329,220</b>
<b>Trading Services</b>			
Conferences/Catering	£27,260	£47,500	-19830
Shop	£76,590	£79,300	-2710
	<b>£103,850</b>	<b>£126,800</b>	<b>-22540</b>
<b>Service Support</b>			
Visitor Services	£250,010	£106,840	£143,170
Marketing	£92,410		£92,410
Training Costs	£18,910		£18,910
	<b>£361,330</b>	<b>£106,840</b>	<b>£254,490</b>
<b>Building Costs</b>			
Utilities	£71,400		£71,400
Rates	£115,460		£115,460
Maintenance	£86,180		£86,180
Insurance			
Building Services	£226,080		£226,080
Capital Charges	£389,240		£389,240
	<b>£888,360</b>	<b>£-</b>	<b>£888,360</b>
Guildhall	£28,750		£28,750
Central Admin.	£153,360		£153,360
<b>Total</b>	<b>£1,972,860</b>	<b>£341,630</b>	<b>£1,631,640</b>



## **Service links to key Council Objectives and Values**

The Museum and Arts service have developed the above aims within the context of the City Council's key objectives and values:

### **Museums and Arts and Quality of Life Objectives**

This Forward Plan for the Museums and Arts service is linked into the Corporate plan across all of the themes of:

**Community Objectives**

**Economic Prosperity Objectives**

**Health and Well Being Objectives**

**Infrastructure Environment and transport Objectives**

**Celebrating Carlisle Objectives**

The four strategic objectives link across the five council themes and are delivered by the operational objectives and key tasks outlined in this plan. Key tasks from this plan are contained in the Corporate Plan along with the targets for the three-year planning period. These key tasks are described below:

#### **Communities**

**CO1** Encourage community participation and inclusion in the Carlisle area.

- Develop a programme of events with supporting resource material for schools and community groups on the concept of citizenship.  
*Yr1 – Develop an events programme around the Anne Frank exhibition.*  
*Yr 2/3- Participate in the NorthWest Museums and Galleries Education programme phase 2 Citizenship initiative.*

**CO3** Tackle poverty and deprivation by ensuring regeneration is focused in areas of greatest need

- Surestart Partnership  
*Yr1 target- Develop links and partnerships with existing pre-school groups and networks through the Tullie House Education department*

#### **Economic Prosperity**

Achievements last year:

- Tullie House, Cumbria's premier tourist attraction received over 277,000 visitors last year helping to support Carlisle's growing tourism business.



## Health and Well Being

### HW1 Promote healthy living and lifestyles

- Key Indicators. % Of population who feel it is easy to access cultural activities if they want to.
- Continue to support Prism arts programme of work with people with special needs and disabilities.  
*Yr 1 – Establish a performing arts group for young adults with learning difficulties.*
- Support the development of Cumbria Arts and Health Steering Group  
*Yr1– Develop an Arts in Health strategy for Cumbria*  
*Yr 2/3 – implementation of an Arts in Health strategy for Cumbria*
- Support the development of the Cumberland Infirmary Arts Steering Group  
*Yr1 Provide officer support for the management of the arts programme for the staff and patients of Cumberland Infirmary.*
- Review access to culture via museums, arts development and places of interest.
- Undertake a review by March 2004

## Infrastructure Environment & Transport Objectives

### IET 1 Promote a sustainable environment

- Develop and support a public arts programme  
*Yr1 Develop a register of existing public art in Carlisle and District and set up a public arts steering arts group.*

## Celebrating Carlisle

### CC2 Have Cultural and Educational facilities of a high standard

- Key targets -Number of visits to museums per 1,000 pop
- Level of investment in museums and cultural sector

### CC3 Make the Best use of our heritage and natural surroundings

- Seek funding to commission a feasibility study to develop additional collection storage facilities to accommodate millennium excavation archaeology, in partnership with English Heritage and Cumbria County Council.  
*Yr1 – Commission feasibility study*  
*Yr2/3 – Seek funding to progress capital project*
- Integrate our museums and galleries within Cumbria and the North West- secure Tullie House's position on the NW regional museum's hub.

*Year 1 /2 -Examine the management of Tullie House in the context of other Cumbrian museums.*

### **Council Management Objectives**

**CM 7** To effectively manage our resources strategically through 3 year financial planning

- Review funding mechanisms (including consideration of trust status) for the museum service (Tullie House) with a view to providing more effective operational control. Undertake review by 2003.

### **Council Values**

#### **Putting Customers First**

There is a commitment to ensuring that high standards of customer service are delivered in all aspects of our Museum and Arts service. The visitor services section provides expertise and support in this area and is recognised nationally within the museum and visitor attraction industry for its standards of excellence.

#### **Valuing Staff**

All sections delivering the Museum and Arts service are committed to continuous improvement through the training and development of staff. This policy is implemented through the system of annual personal development interviews, training needs analysis and team improvement reviews.

#### **Achieving Equality**

All activities within the service are conducted in the context of equal opportunity, and the issue of equality is an area, which is explored through the visual arts strategy and through the exhibition of our museum collections.

#### **Being an open and accountable organisation**

The service is accountable initially corporately and ultimately to the community of Carlisle. There are corporate procedures and mechanisms in place to ensure that this value is maintained.

#### **Being Sustainable**

The service strives to achieve sustainability through by 'maximising all income and resource opportunities' as one of its four strategic objectives. One of the key issues faced in this plan period will be to explore other options for service delivery such as Trust status.

#### **Working in Partnership**

The service is delivered by working in partnership with a wide variety of organisations at all levels; a list of these partnerships is contained in appendix 4.

#### **Striving for improvement**

The commitment to continuous improvement is demonstrated by the targets set for the performance indicators.

#### **Managing Effectively**

The service is managed through the Director and the Tullie House management team and their commitment to managing and maximising resources.



## **The Local & Regional Context**

Carlisle City Council has facilitated a Carlisle City Vision Partnership to develop a vision document stating the aspirations for the future development of the city. This is to advance the city as a regional centre:

'Our vision is to ensure a high quality of life for all in both our urban and rural communities.'

The Museum and Arts service will play a key role in the delivery of this aspiration through the five themes, which are prioritised in the city vision plan these themes are mirrored in the Council's Corporate plan and are outlined above.

The service clearly contributes to delivery of all of these priorities through its four strategic objectives and the key tasks that will deliver these objectives over the next three years. The service is specifically referred to in City Vision document under 'Celebrating Carlisle' where a measure of the progress of the vision is:

- The level of investment in Museums and Cultural sector
- Dedicated theatre and arts facility

Carlisle has historically been a regional cultural capital for Cumbria and is the largest centre of population. It is in this context that the Museums and Arts service has operated and has developed working partnerships throughout Cumbria. We work closely with Cumbria County Council services, which are responsible for Libraries and Archives and we are actively involved in developing projects with these services. Examples of partnership working is a joint Museums, Archives and Libraries and Arts project to create a social and cultural archive of the Foot and Mouth crisis and a joint project with the above and English Heritage, the Spadeadam (blue streak) documentation project. We also have strong working links with a wide variety of arts organisations throughout the county (see appendix 2).

We are participating in the development of a Local Cultural Strategy for Carlisle. This is being developed in the context of both a sub regional strategy for Cumbria and the North West Regional Cultural Strategy. The North West Cultural Strategy vision statement is:

"Culture enriches society. It makes us happier and healthier. It cements communities and creates wealth. Our aim is to make all the benefits of culture available to everyone who lives in, works in or visits the North West. We will do this by:

- Promoting and developing the cultural inheritance and cultural strengths of the North West
- Encouraging participation and excellence in cultural activities.
- Nurturing the growth of the cultural economy

The service aims and action plans contained in this Forward Plan will contribute to the delivery of this vision statement. Cumbria is part of the NorthWest Region for Museums, Libraries and Archives and from April of this year it also became part of the NW region for the Arts. This presents new challenges and opportunities for the service.



In the national context a report was published by Resource (which replaced the Museums and Galleries Commission and now encompasses Libraries and Archives) in October 2001: 'Renaissance in the Regions: a new vision for England's museums.' This report proposes a radical restructuring of regional museums in England and sets out a funding structure for their development. If the report receives government support, for which Resource is currently lobbying, it will mean potential new funding for regional museums.

The structure proposed is the creation of nine regional hub partnerships, the museums in these hubs will, if the funding bid is successful, work together to lift the standard of regional museum provision. They will be developed as centres of excellence and will receive central government funding to deliver additional services. Tullie House has been successful in its bid to be part of the NorthWest hub partnership, which also includes four major Manchester museums, Chester, Preston and Bolton. The lead partner is Manchester City Art Galleries. This partnership is already yielding benefits of shared information and partnership projects and has raised the profile of Tullie House within the NW region. A decision on the funding is expected by autumn 2002, however the process of identifying pump priming projects and stabilisation priorities for the hub museums has already begun. The hubs will be working closely with the Single Regional Agencies, which are currently being developed. The NW SRA will replace NorthWest Museums Service in April 2003 as the strategic regional body for museums, libraries and archives. The relationship between hubs and SRA's is still being developed. The next stage will be for each region to produce business plans for the hub partnerships; these will focus on outcomes delivering in six service areas:

- Public and Society
- Users and Services
- Lifelong Learning
- Capacity Building and Sustainability
- Stewardship
- Economic Regeneration

Tullie House participation in the NW hub partnership is one of the key issues facing the museum in this 3-year plan period, along with the future status of the museum and its funding.



## **Plan Period Key Issues**

The next three years are a crucial time for Carlisle City Council's Museums and Arts service. The key issues for this period are outlined below and present significant challenges for both the Council as a whole and for the staff at Tullie House. It will be a time of change, but also one of opportunity with culture higher on the national political agenda than ever before.

### **Governance and Funding**

As identified in the Corporate plan, the funding mechanisms for the service will be reviewed during this plan period. The service has been asked to identify potential savings for the City Council as the Authority comes under financial pressure due to the externalisation of large parts of its operations. One of the options being considered is the externalisation of Tullie House to Trust status as a mechanism to produce savings without cutting services.

If the Council decides to progress the 'Trust' option there is an opportunity to create a North Cumbria Museums and Arts Trust with a broader remit than the one Tullie House presently holds. The service faces the constant challenge of sustainability and transferring to a Trust may be a way of creating greater management flexibility to explore new funding opportunities and new partnerships. It is however essential that a strong funding package is negotiated with the Council on behalf of Tullie House if a Trust option is to be sustainable.

A major opportunity for Tullie House is the development of the NW Hub partnership; participation in the hub has already raised the profile of the museum within the NW region. It has also reopened the issue of the Designation of regional collections; hub participation will strengthen Tullie House's position in relation to a future application for Designated status and its associated funding benefits for collections and their development such as digitisation and access projects. It is a key issue for the service to continue to participate in the Hub process to ensure Tullie House benefits from the potential central government funding of the Hub museums. There is a governance issue for the Hub partner museums and this partnership will have to be formalised with contractual agreements before government funding is invested.

### **Visitor Trends**

A key issue related to sustainability and funding is the use of the service and the income visitors generate. Visitor numbers to Tullie House have risen from 190,992 in 2000/1 to 277,634 in 2001/2 the massive increase in footfall due to the opening of the new Millennium Gallery. This increase was not however reflected in the income this can partly be accounted for by foot and mouth outbreak, which affected the customer profile. The % of local visitors increased massively with free Tullie card visits rising from 22% of the customer profile in 2000/01 to 34% in 2001/2. Early indications are that this has dropped back to 22.5% in 2002/3 as tourists begin to return to Cumbria.

A more worrying trend is the conversion of visitors coming into Tullie House to those buying an admission ticket for the Border and Millennium Galleries. This has fallen from 24% of the door count in 2000/01 to 21% in 2001/2. Early indications show that this has dropped further to 19% of the door count in the first financial quarter of 2002. It is a key issue that the reversal of this trend is addressed, priorities will be targeted marketing campaigns to raise the profile of the product on offer and new product development.



### **Future Development Priorities**

In the context of the above visitor trends the affect of the summer exhibition in 2002, 'Love Labour and Loss' on visitor income will be closely monitored. This exhibition has been an ambitious project, which has stretched Tullie House capacity to the limit. It has the potential to attract new audiences from a wider geographical area, and unusually for Tullie House visitors will need to purchase a museum ticket for the exhibition so it has the potential to generate additional income.

The issue of product development is directly linked to that of visitor trends. One development possibility is the 'block buster' show as above, another is extending this policy to the Border Galleries by developing a large new temporary exhibition space and creating a new post of exhibition officer to support it. This would allow access to more of the museum's collections and create a flexible space where there are now permanent displays. This type of development may be possible through the Hub partnership, which will encourage the development of regional and national touring exhibitions and potentially provide funding for both the capital and revenue aspects of the project.

Another priority development for this plan period is the development of accessible storage. The current museum storage situation has reached crisis level and new storage is now a priority. In addition to this there is the problem of the future of archaeological and excavated archive material which will soon be added to Tullie House collections. A feasibility study needs to be commissioned to identify suitable sites. This project is being progressed in partnership with Cumbria County Council Libraries and Archives. If new storage can be developed the contents of the main store could be moved and this gallery returned to public use as additional exhibition space. This is an ambitious capital project, which will take several years to complete, however it impacts on the museums central function of collection management. This could also be a project that would receive support through the Hub partnership and designation challenge fund if Tullie House's collections achieve Designated status.

### **Partnerships and Outreach**

The Museum and Arts service currently works in partnership with a wide variety of organisations such as the Hub partners mentioned above. Another partnership, which the service is developing, is with the Victoria and Albert Museum and it will be a priority in this period to develop this into a formal partnership agreement. The Arts Development service is currently developing a new relationship with NorthWest Arts after the transfer from Northern Arts boundaries in April 2002. It will be a key issue to continue to develop this relationship.

After carrying out a SWOT analysis on the Museums and Arts service, one key issue continually reappeared; this was outreach work and its development. This plan period will see the development of two projects in particular which will help to strengthen links with the local community and develop new partners these are the Blue Streak project and the Foot and Mouth Documentation project. Outreach work will also take place through the new partnership with Surestart and through the Education departments participation in the Northwest Museums and Galleries Citizenship initiative. The Arts Development unit will continue to work with the local community of Brompton in the delivery of Brompton Live festival and will be commissioning a feasibility to study to consider increasing the scale of the festival and management options.



## FORWARD PLAN – STRATEGIC OBJECTIVES

### PERFORMANCE INDICATORS AGAINST CORPORATE OBJECTIVES

No.	Strategic Objectives	Performance Indicators	Targets Y1	Targets Y2	Targets Y3	Corporate Objectives
1.	To care for, develop and interpret the Museum collections	<p>1. Use of Service</p> <p>2. Satisfaction with Service a. Resident / b. non-resident</p> <p>3. Participation in the North West Hub Proposal</p> <p>5. Number of Biodiversity database records used in response to external enquiries and used in the production of publications and exhibitions (LP107b)</p> <p>6. Number of Visits / Usages of museum per 1,000 population (BV170a)</p> <p>7. Number of Visits in Person (BV170b) per 1,000 of population</p> <p>8. Number of Pupils Visiting in Groups (BV17c)</p> <p>10. Annual cost to the Council of caring for, interpreting and displaying of museum objects</p>	650,000	700,000	750,000	CM8 CO2 CC1 CC2 CC3
2.	Develop quality & range of Arts provision	<p>1. Use of Service a. Resident / b. non-resident</p> <p>2. Satisfaction with Service a. Resident / b. non-resident</p>				HW1 CC2 CO1 EP1 EP2
3.	Ensure access to the Arts and Museum Services by the widest possible audience	<p>1. Use of Service a. Resident / b. non-resident</p> <p>2. Satisfaction with Service a. Resident / b. non-resident</p> <p>3. Participation in the North West Hub Proposal</p>				HW2 CO1 CS2

		<b>4. Tullie Card</b> <b>a. % of Tullie Card holders in the Border Gallery</b> <b>b. The number of Tullie Card Holders per 1,000 population</b>  <b>6. Number of Visits / Usages of museum per 1,000 population (BV170a)</b>  <b>7. Number of Visits in Person (BV170b)</b>  <b>8. Number of Pupils Visiting in Groups (BV170c)</b>	22%*  120	21%*  135	20%*  145	
<b>4.</b>	To maximise all income and resource opportunities to maintain and improve the quality of our services	<b>3. Participation in the North West Hub Proposal</b>  <b>9. External funding as a % total controllable budget</b>				EO1 EO5 CS1 CS2

\* See Plan Period Priorities



## Museum and Arts Operational Objectives

1	To Care for, Develop and Interpret the Museum collections	VISITOR SERVICES	ARTS UNIT	MARKETING	COLLECTIONS	EDUCATION	Performance Indicator & Targets	Corporate Objectives
								CM8 CO2 CC1 CC2 CC3
1.1	To ensure buildings/data/collections are secure.	✓			✓		10	
1.2	Maintain Collections in appropriate conditions	✓			✓		10	
1.3	Document collections				✓			
1.4	Continue to develop collections, subject to capacity of stores				✓		3, 10	
1.5	Continue to maintain standards for Museum Registration, and move to Designated status if opportunity arises	✓	✓		✓	✓	1, 2, 3	
2	Develop quality & range of Arts provision	VISITOR SERVICES	ARTS UNIT	MARKETING	COLLECTIONS	EDUCATION	Performance Indicator & Targets	Corporate Objectives
								HW1 CC2 CO1 EP1 EP2
2.1	Develop new arts provision and improve existing.		✓					
2.2	Develop international collaborations / cultural diversity and cultural exchange.		✓		✓			
3	Ensure access to Arts & Museum services by widest possible audience	VISITOR SERVICES	ARTS UNIT	MARKETING	COLLECTIONS	EDUCATION	Performance Indicator & Targets	Corporate Objectives
								HW2 CO1 CS2
3.1	Continue to develop electronic access to services.	✓		✓	✓	✓		
3.2	Deliver high quality customer care in all areas of service delivery.	✓	✓	✓	✓	✓		
3.3	Stimulate increased attendance and deliver the marketing plan	✓	✓	✓	✓	✓		

3.4	Encourage / increase life long learning		✓		✓	✓		
3.5	Promote audience development and social inclusion.		✓	✓	✓	✓		
4	<b>To maximise all income and resource opportunities to maintain and improve the quality of our services</b>	VISITOR SERVICES	ARTS UNIT	MARKETING	COLLECTIONS	EDUCATION	Performance Indicator & Targets	Corporate Objectives EO1 EO5 CS1 CS2
4.1	To care for and maintain the buildings and finishes.	✓						
4.2	Comply with legislation in health and Safety / security, licenses and the DDAct.	✓	✓	✓	✓	✓		
4.3	Ensure best use of ICT give people tools for job.	✓	✓	✓	✓	✓		
4.4	Promote staff training and development	✓	✓	✓	✓	✓		
4.5	Promote partnership working	✓	✓	✓	✓	✓		
4.6	Maximise income opportunities	✓	✓	✓	✓	✓		
4.7	Make effective use of existing funding	✓	✓	✓	✓	✓		



## **FORWARD PLAN – COLOUR CODE**

Visitor Services	
Arts Unit	
Education	
Marketing	
Collections	

## **FORWARD PLAN – RESOURCE CODE**

**EB** – Existing Budget / Staff Time

**EXT** – Sponsorship / Grants

# KEY TASKS

## 1. Care For and Develop Museum Collections

<b>1.1</b>	<b>To ensure buildings / data/collections are secure</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
1.1.1	Copy non-duplicate registers and move off site.	→			EB / EXT	Collections
1.1.2	Protect computers with UPS and automated backup. (Including Curatorial Server development).	→			EB / EXT	Collections Visitor Services
1.1.3	Produce Disaster Plan Action sheet.	→			EB	Collections
1.1.4	Review Collections Insurance in consultation with Councils Risk Management team.	→ →			EB	Collections Visitor Services
1.1.5	Explore feasibility of sprinkler systems	→			EB EXT	Collections Visitor Services
1.1.6	Maintain all security systems Fire/security/CCTV	→	→		EB	Visitor Services
1.1.7	To seek permission from English Heritage to slate over glass roof in Border Galleries	→			EB	Visitor Services
<b>1.2</b>	<b>Maintain Collections in appropriate conditions</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
1.2.1	Commission at least 1 conservation survey per annum.	Fine Arts	→		EB / EXT	Collections
1.2.2	Write and review conservation plans for all collections.	→			EB	Collections
1.2.3	Continue to work towards ensuring preventive conservation	→	→		EB	Collections Visitor Services
1.2.4	Investigate options for future storage. (Including Shaddon Mill).	commission feasibility study	Funding	Funding	EXT	Collections
<b>1.3</b>	<b>Document Collections</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
1.3.1	Continue to address computer documentation backlog with support of volunteer projects	→	→		EB / EXT	Collections
1.3.2	Develop digitisation strategy and develop projects	→	→		EB / EXT	Collections
<b>1.4</b>	<b>Continue to develop collections</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
1.4.1	Implement Acquisitions & Disposal policy	→	→		EB / EXT	Collections








1.4.2	Progress transfer of title of archaeological excavation archives to Tullie House					Collections
1.4.3	Blue Streak Project	Project Officer & Collating of info	Exhibition	Multimedia		Collections
<b>1.5</b>	<b>Interpret the collections and buildings</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
1.5.1	Provide programme of temporary exhibitions in SEG based on the Tullie House collections.				EB / EXT	Collections
1.5.2	Link collections to Art Gallery programme wherever appropriate				EB	Arts Unit Collections
1.5.3	Develop content and presentation of longer term exhibitions at Tullie House and Guildhall				EB / EXT EB / EXT	Collections Education
1.5.4	Develop new interpretative plan for Guildhall Museum					Collections
1.5.5	Promote and develop collections through publication/loans and research programme				EB	Collections Education
1.5.6	Deliver talks/lectures/lessons both in house and outreach				EB	Collections Education
1.5.7	Provide supplementary interpretation on the galleries using Gallery Assistants				EB	Education Collections Visitor Services

## KEY TASKS

### 2. Develop quality & range of arts provision

<b>2.1 Develop new arts provision and improve existing</b>		PROGRESS Yr 1	PROGRESS Yr 2	PROGRESS Yr 3	RESOURCES	DEPARTMENT
2.1.1	Maintain support for local Vol. /& Professional arts organisations/ Arts grants programme – North Cumbria Recitals, Music in the Cathedral, Cumbria Rural Choirs, Carlisle Folk & Blues Club, Prism Arts, West Walls and Shaddon Mills Studio Group. [+ other performing arts organisations]				EB	Arts Unit
2.1.2	Purchase equipment to enhance the presentation of events at Tullie House					Arts Unit
2.1.3	Explore alternative management options for Brampton Live and Stanwix Theatre programme				EB / EXT	Arts Unit
2.1.4	Achieve Government Indemnity in Art Gallery	→			EB / EXT EB / EXT	Visitor Services Arts Unit
2.1.5	Establish regular programme of Literary events at Tullie House				EB	Arts Unit
2.1.6	Establish Sound Garden as regular programme of concerts at Tullie House					Arts Unit
2.1.7	Promote Love, Labor and Loss exhibition (curated with loans from major national collections)	→			EB / EXT EB	Arts Unit Collections Education Visitor Services
2.1.8	Substantially increase the number of performances at Stanwix Art Theatre				EB / EXT	Arts Unit
2.1.9	Promote work by local artists and craftspeople at Tullie House				EB	Arts Unit Visitor Services
2.1.10 (HW1)	Promote and support Arts in Health programme.					Arts Unit
<b>2.2 Develop international collaborations/cultural diversity and cultural</b>		PROGRESS Yr 1	PROGRESS Yr 2	PROGRESS Yr 3	RESOURCES	DEPARTMENT

















exchange						
2.2.1	Tour Celebrating Boxes Exhibition.					Arts Unit
2.2.2	Relaunch World Music Programme in Brampton				EB	Arts Unit
2.2.3 (CO1)	Develop events programme for Anne Frank Exhibition				EB / EXT	Arts Unit Marketing Education
2.2.5	Maintain strong international & cultural diversity strands in all exhibition programmes				EB EB / EXT	Arts Collections Education
2.2.6	Encourage and develop collection-related projects and research					Collections

## KEY TASKS

### 3. Enable access to Arts and Museum services by widest possible audience

<b>3.1 Continue to develop electronic access to services</b>		PROGRESS Yr 1	PROGRESS Yr 2	PROGRESS Yr 3	RESOURCES	DEPARTMENT
3.1.1	Ongoing promotion of web site Upgrading/monitoring and evaluate				EB	Visitor Services Arts Unit Education Collections Marketing
3.1.2	Acquire public access software for collections information				EB	Collections
<b>3.2 Deliver high quality customer care in all areas of service delivery</b>		PROGRESS Yr 1	PROGRESS Yr 2	PROGRESS Yr 3	RESOURCES	DEPARTMENT
3.2.1	Implement recommendation from Quality Assurance inspection by ETC				EB	Visitor Services
3.2.2	Review and develop TH phone system				EB	Visitor Services
3.2.3	Review of check lists for public areas to ensure best level of service				EB	Visitor Services
3.2.4	Customer comments monitored and suggestions implemented where possible				EB EB	Visitor Services Collections
3.2.5	Continued high priority given to maintenance to minimise down time on gallery exhibits				EB	Visitor Services
3.2.6	Review the effectiveness of taking part in ALVA benchmarking.				EB	Visitor Services
3.2.7	Seek to input into Council Best Value theme – customer contact				EB	Visitor Services
<b>3.3 Stimulate increased attendance and deliver the marketing plan</b>		PROGRESS Yr 1	PROGRESS Yr 2	PROGRESS Yr 3	RESOURCES	DEPARTMENT
3.3.1	Produce/ distribute promotional material				EB	Marketing Arts Unit Visitor Services
3.3.2	Ongoing promotion of Tullie Card				EB EB	Visitor Services Marketing
3.3.3	Collect and analyse Market Research Data				EB	Marketing Arts Unit














3.3.4	Continue to update Marketing plan on annual basis				EB	Marketing
3.3.5	Increase awareness to group travel market and other organisations through FAM visits and travel shows	 			EB EB	Marketing Visitor Services Education
3.3.6	Ensure high media profile				EB	Arts Unit Marketing Collections
<b>3.4</b>	<b>Encourage/increase life long learning</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
3.4.1	Interpret the collections through programmes of temporary exhibitions, displays, events, enquiry service, publications and research					Collections Education
3.4.2	Education Hubs project – participate				EXT	Education
3.4.3	Maintain range and number of creative Arts workshops				EB EB / EXT	Education
3.4.4	Develop programme lectures/talks alongside exhibition programmes	  			EB EB EB / EXT	Arts Unit Collections Education
3.4.5	Provide performance & workshops for schools and colleges as part of Stanwix and TH Events programme				EB EB / EXT	Collections Arts Unit Education
3.4.6	Increasing school use of permanent and temporary displays through activities which key into National Curriculum				EB	Education
3.4.7	Support North Cumbria Schools Dance Festival				EB / EXT	Arts Unit
3.4.8	Maintain support for local voluntary cultural and scientific organisations					Collections Education
<b>3.5</b>	<b>Promote audience development and social inclusion</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
3.5.1	Reminiscence to continue – to promote				EB	Education

3.5.2	Develop Events programme and increase use of taster sessions – (Guildhall & TH)					Visitor Services Arts Unit Education Collections Marketing
3.5.3	Community cases – ensure changing programme				EB / EXT EB	Education Collections
3.5.4	Develop young Friends organisation				EXT	Education Collections
3.5.5	Continue to develop Website				EB	Visitor Services Arts Unit Education Collections Marketing
3.5.6 (HW1)	Develop target projects for social inclusion				EB / EXT EB / EXT	Arts Unit Education Collections
3.5.7 (HW1)	Maintain support for Prism Arts programme – 4 people with disability and special needs	Establish a performing arts group			EB	Arts Unit
3.5.8	Support establishment and development of Cumberland Youth Theatre				EB	Arts Unit
3.5.9 (IET 1)	Continue to develop and support Public Arts programmes	Develop a register of existing public art in Carlisle			EXT	Arts Unit Collections
3.5.10 (HW1)	Promote and support Arts in Health programme.				EB	Arts Unit
3.5.11 (HW1)	Support the development of Cumbria Arts & Health Searing Group	Develop and Arts in Health strategy for Cumbria	Implement ation of an Arts in Health strategy for Cumbria			Arts Unit
3.5.12 (HW1)	Support the development of the Cumberland Infirmary Arts Steering Group	Provide officer support for arts program				Arts Unit
3.5.13	Maintain support for Rural training programme (Foot & Mouth Project)	Raise funding & Project Officer	Collate information	Exhibition	EB	Arts Unit



















## KEY TASKS










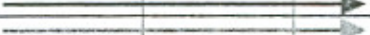







### 4. Ensure we have the resources to maintain and improve the quality of our service

<b>4.1</b>	<b>To care for and maintain the buildings and finishes</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
4.4.1	Continue with programme of repairs and maintenance. Existing budget				EB	Visitor Services
4.1.2	Introduce new monitoring procedures for cleaning throughout building to help to drive up standards of cleanliness.				EB	Visitor Services
4.1.3	To continue to improve standards of grounds maintenance.				EB	Visitor Services
4.1.4	Seek approval from English Heritage to fill in excavation area in grounds of Tullie House for reasons of safety, building maintenance and grounds enhancement.				EB	Visitor Services Collections Arts Unit
4.1.5	Carry out improvements recommended in QA inspection carried out by ETC				EB	Visitor Services
4.1.6	Interpret plants and artifacts in garden to enhance visitor experience				EB	Visitor Services Collections
4.1.7	Prepare designs to improve Atrium toilets.				EB	Visitor Services
4.1.8	Improve lighting to Lecture Theatre				EB	Visitor Services
<b>4.2</b>	<b>Comply with legislation in health and safety / security, licenses and the DD Act</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
4.2.1	To continue to improve Access to comply with DDA physical/intellectual				EB / EXT	Visitor Services Arts Unit Education Collections Marketing
4.2.2	Achieve successful renewal of all licenses to Museum Registration requirements				EB	Visitor Services Collections
4.2.3	Continue to carry out Risk				EB	Visitor Services Arts Unit



	Assessments and monitoring of RA's					Education Collections Marketing
4.2.4	Continue to review operational procedures with H & S paramount in their design				EB	Visitor Services Arts Unit Education Collections Marketing
4.2.5	Carry out Emergency Evacuation practices as specified in the fire certificates				EB	Visitor Services Arts Unit Education Collections Marketing
4.2.6	Liaise with Fire Brigade and participate in their E111 premises inspections				EB	Visitor Services
4.2.7	Ensure all staff are trained in H & S areas appropriate to their duties				EB	Visitor Services Arts Unit Education Collections Marketing
4.2.8	Ensure all staff and external providers are police checked at recruitment stage				EB	Visitor Services Arts Unit Education Collections Marketing
4.2.9	Ensure registration and compliance with the Data protection Act for the storage and use of all data held within the Museum				EB	Visitor Services Arts Unit Education Collections Marketing
4.2.10	Ensure all service staff and volunteers comply with the Children's Act				EB	Visitor Services Arts Unit Education Collections Marketing
<b>4.3</b>	<b>Ensure best use of ICT &amp; given people for the job.</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
4.3.1	Integrate new server into all operations				EB	Visitor Services
4.3.2	Ensure there is a disaster recovery check carried out by IT on regular basis				EB	Visitor Services
4.3.3	Install new credit card software for Vista system				EB / EXT	Visitor Services
4.3.4	Continue to review and update ICT hardware/software to meet service needs				EB	Visitor Services Arts Unit Education Collections Marketing
					EB	
						
<b>4.4</b>	<b>Promote staff training and development</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
4.4.1	Implement training in accordance with assessed needs on BI-annual TNA to ensure staff have skills to enable them to meet needs of				EB	Visitor Services Visitor Services Arts Unit Education Collections Marketing
					EB	
						



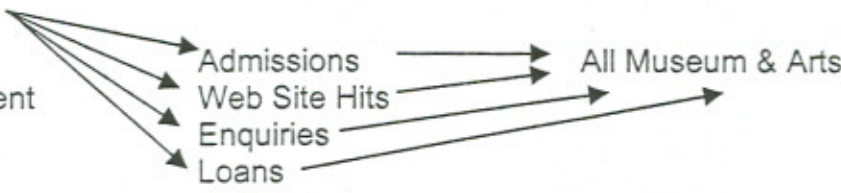
	their role within organisation					
4.4.2	Develop induction and encourage training of volunteers					Collections Education
4.4.3	Ensure all TIR's take place at agreed times	  			EB EB	Visitor Services Arts Unit Education Collections Marketing
4.4.4	Promote CPD actively	  			EB EB	Visitor Services Arts Unit Education Collections Marketing
4.4.5	Promote a life long learning environment for staff and volunteers	  			EB EB	Visitor Services Arts Unit Education Collections Marketing
4.4.6	Using staff as ambassadors – as part of the advocacy?	  			EB EB	Visitor Services Arts Unit Education Collections Marketing
<b>4.5</b>	<b>Promote partnership working</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
4.5.1	Continue to work with existing partners – see Appendix				EB	Visitor Services Arts Unit Education Collections Marketing
4.5.2	Continue existing and develop new partnerships with regional and national cultural organisations	 				Visitor Services Arts Unit Education Collections
4.5.3	Foster internal as well as external partnerships / collaborations					Visitor Services Arts Unit Education Collections Marketing
4.5.4	Develop inclusion in the Northwest Hub Partnership					Visitor Services Arts Unit Education Collections Marketing
<b>4.6</b>	<b>Maximize income opportunities</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
4.6.1	Max budget by generating income through sponsorship					Visitor Services Arts Unit Education Collections Marketing
4.6.2	Increase sales of all products through active sales techniques					Visitor Services Marketing
4.6.3	Encourage external funding of					Collections

	conservation of loan items					
4.6.4	Encourage growth of copyright income through inclusion of electronic media charges (by Benchmarking)	→				Collections
4.6.5	Develop the Tullie House Shop stock range with collections-related merchandise	→				Collections Visitor Services
4.6.6	Review pricing structures Yr 1 – User Group. Yr 2 – Admissions. income >	→				Visitor Services Education
4.6.7	Review catering contract arrangements					Visitor Services
4.6.8	Attract external funding for Capital projects and programme based revenue work					Visitor Services Arts Unit Education Collections Marketing
<b>4.7</b>	<b>Make effective use of existing funding</b>	<b>PROGRESS Yr 1</b>	<b>PROGRESS Yr 2</b>	<b>PROGRESS Yr 3</b>	<b>RESOURCES</b>	<b>DEPARTMENT</b>
4.7.1	Explore development of Service level agreement					Visitor Services Arts Unit Education Collections Marketing
4.7.2	Participate in Council's Best Value Reviews					Visitor Services Arts Unit Education Collections Marketing
4.7.3	Gather relevant data for Council's Best Value Performance Indicator's					Visitor Services Arts Unit Education Collections Marketing
4.7.4	Ensure that standing orders and financial regulations are met					Visitor Services Arts Unit Education Collections Marketing



## Appendix 1

### Performance Indicators

1. Use of Service
  - a. Resident
  - b. non-resident

```
graph LR; A[a. Resident] --> Admissions; A --> WSH[Web Site Hits]; A --> Enquiries; A --> Loans; B[b. non-resident] --> Admissions; B --> WSH; B --> Enquiries; B --> Loans; Admissions --> AMA[All Museum & Arts]; WSH --> AMA; Enquiries --> AMA; Loans --> AMA;
```
2. Satisfaction with Service
  - a. Resident —————> Citizens Panel Annual Survey
  - b. non-resident —————> Annual Survey
3. Participation in the North West Hub Proposal
4. Tullie Card
  - a. % of Tullie Card holders in the Border Gallery
  - b. The number of Tullie Card Holders per 1,000 population
5. Number of Biodiversity database records used in response to external enquiries and used in the production of publications and exhibitions (LP107b)
6. Number of Visits / Usage's of museum per 1,000 population (BV170a)
7. Number of Visits in Person (BV170b)
8. Number of Pupils Visiting in Groups (BV17c)
9. External funding as a % of total controllable budges
10. Annual cost to the Council of caring, interpreting and displaying per museum object

## Appendix 2

### List of Associated Organisations (Partners) & External Funders

Awarding body	Purpose of grant	Amount awarded
<b>1999/2000 year</b>		
North West Museums Service	Automating doors for disability access	£5,174
Adapt award	Automating doors	£6,848
DFEE	Tent project	£10,000
NWMS	Collection storage	£4,000
NWMS	Art catalogue project	£3,500
NWMS	Early Education technology project	£500
Friends of Tullie House	Art cataloguing project	£1,500
Engage	Doctors of Spin art and youth project	£2,150
Northern Arts	Delivery of Local Arts Development Agency and Visual Arts programme core costs	£46,800
Cumbria County Council	Supporting running costs	£13,500

<b>2000/2001 year</b>		
NWMS	Art cataloguing project	£2000
NWMS	V&A Dacre Beasts loan	£1,750
Friends of Tullie House	V&A Dacre Beasts loan	£1,000
Cumbrian Newspapers	V&A Dacre Beasts loan	£500
Cumbria County Council	V&A Dacre Beasts loan	£500
Alberta Museum	Conservation of Stanley Spencer painting on loan	£1,000
Private donor	Conservation of Blacklock paintings	£5,500
English Heritage	Museums and Galleries month	£2,000
Millennium Commission	Capital grant for building of Millennium Gallery	£2,751,000
Private Sponsorship	Millennium gallery	£479,000
Northern Arts	Delivery of Local Arts Development Agency and Visual Arts programme core costs	£44,200



Cumbria County Council	Supporting running costs	£12,000
Millennium commission	Collecting Crazy exhibition	£6,500
Engage	Museums and galleries Month	£3,100
Arts Council of England	Nymphs and shepherds	£4,200
CGNU Insurance	Lanes Public Arts project	£75,000
National children's art day	Art event	£400
Northern Arts	Audience development	£540
BT	BT reading challenge	£500

<b>2001/2002 year</b>		
Heritage Lottery Fund	Atrium project capital funding	£49,900
Friends of Tullie House	Atrium project	£10,000
Philips Auctioneers	Pre Raphaelites and Beyond exhibition	£2,000
McVities	Carrs Exhibition sponsorship 'It takes the Biscuit'	£1,500
Story Construction	Community wall panels contemporary art commission	£3,000
Arts and Business	Match funding art commission	£3,000
Norbrook Pharmaceuticals	Exhibition Sponsorship for Love, Labour, Loss	£10,000
Cumbrian Newspapers	Exhibition Sponsorship for Love, Labour, Loss	£10,000
English Nature	Peatlands exhibition	£11,000
Friends of Tullie House	Exhibition Sponsorship for Love, Labour, Loss	£3,000
NWMS	Textile storage	£1,700
NWMS	Costume conservation	£500
English Heritage	Joint projects on medieval Carlisle	£2,000
Arts Council of England	Slipware exhibition	£5,000
Japan 2001	Exhibitions and events	£2,500
National Children's Art Day	Art event	£500
Esmee Fairbairn Trust	Dance event	£2,000
Northern Arts	Delivery of Local Arts Development Agency and	£44,200

	Visual Arts programme core costs	
Cumbria County Council	Supporting running costs	£9,500
Workplace Group	Celebrating Boxes Exhibition sponsorship	£10,000



## Appendix 3

### Policy Documents – *available from Tullie House on request*

- Education Policy
- Collections Management Plan
- Acquisitions & Disposals Policy
- Visual Arts Strategy
- Arts Development Strategy – ongoing
- Local Cultural Strategy
- Exhibitions & Interpretative Policy – ongoing
- Access Policy
- Emergency Policy

### Policy Documents which Tullie House refers to:

- Northwest Cultural Strategy
- Renaissance in the Regions
- National Documentation
- City Vision

REPORTS TO EXECUTIVE – 19 DECEMBER 2002

TITLE	OFFICER	RECEIVED

TO BE WITH TOWN CLERK'S DEPT BY 2 DECEMBER



## Appendix 2 – Current Events Brochure

## Appendix 3 – Savings Options

### Notes for savings spreadsheet

These savings have been prepared on the basis of achieving a target figure of £200 -250k with as little impact to services as possible and avoiding redundancies. However, as will be seen from the notes below, all of the savings have a direct impact except those anticipated from trust transfer.

#### 1. Guildhall

Savings 1 on the Guildhall would mean shutting this grade 1 listed and registered Museum to the public and removing the collections. This is a prominent building the centre of the city, which embodies much civic pride. Disposing of the building completely and changing its use would make savings 2. In addition the could be income generated, the Estate section have been asked to look at the potential for this. There is the question of what would be an appropriate future use of such an important building in Carlisle.

#### 2. Visitor Services

£9,500 is savings on gallery maintenance including the Reiver audiovisual (AV) show this will result in longer downtime on interactive exhibits and the main AV show for Tullie House. It will also mean a poorer quality AV show as the slides for the show will be changed less frequently. This will directly affect the quality of the customers experience and the public perception of the Museum. The other element of the saving is a cut in the uniforms budget which will result less frequent changes of uniform for Front of House staff.

#### 3. Marketing

A total of savings of £25,000 to the marketing budget represents 30% of the budget and will seriously impact on the profile of both the Museums and Arts services. It is almost effect nearly a halving of current budget expenditure, excluding salaries. It is difficult to gauge the impact on visitor numbers and income but it is likely to be measurable. No allowance has been taken for any reduction of income.

#### 4. Training

This 50% savings to the current training budget this will impact directly onto customer services. The remaining budget would ensure that essential training on matters such as Health and Safety could be delivered but customer service related training and management development training would be limited.



**5. Rates**

This is the 80% statutory rebate on rates which would be available to a trust established with charitable aims. Depending on the date of the introduction of the trust only a proportion of this would be available in the first year.

**6. Building Services**

This section of savings includes taking the cleaning contracts in house, which would be a saving with low service impact. The savings under Building Services include cutting back on security maintenance contracts, this will mean balancing savings with creating a security risk to collections and staff. Tullie House currently presents a £40million asset risk..

**7. Central Administration**

In the event of transfer to a trust these services would be purchased at cost. We are aware that other similarly sized museums bear significantly less central administration costs. (Bolton £27k, Preston £78k etc). This figure assumes a 33% reduction in present costs, we will not be in a position to confirm that until much later in the process of forming a trust.

It must be remembered with Central Administration recharges that a reduction in the recharge to Tullie House will lead to increased recharges to the remainder of the Council unless real reductions in core costs can be achieved.

# TULLIE HOUSE EXPENDITURE/SAVINGS - 2002/3 Budget

## APPENDIX 4

	Expenditure	Exp%	Income	Inc%	Net Cost	Trust Savings	Service Savings 1	Service Savings 2	Note
<b>Core Service</b>									
Curatorial	£ 147,770	7%			£ 147,770				
Events	£ 16,070	1%			£ 16,070				
Visual Arts	£ 60,390	3%	£ 21,250	6%	£ 39,140				
Arts Development	£ 161,370	8%	£ 86,740	25%	£ 74,630				
Education	£ 51,610	3%			£ 51,610				
Guildhall	£ 28,750	1%			£ 51,610		£ 12,000	£ 16,750	1
	£ 465,960	24%	£ 107,990	32%	£ 380,830	£ -	£ 12,000	£ 16,750	
<b>Trading Services</b>									
Conferences/Catering	£ 27,260	1%	£ 47,500	14%	-£ 19,830				
Shop	£ 76,590	4%	£ 79,300	23%	-£ 2,710				
	£ 103,850	5%	£ 126,800	37%	-£ 22,540	£ -	£ -	£ -	-
<b>Service Support</b>									
Visitor Services	£ 250,010	13%	£ 106,840	31%	£ 143,170		£ 9,500		2
Marketing	£ 92,410	5%			£ 92,410		£ 12,500	£ 12,500	3
Training Costs	£ 18,910	1%			£ 18,910		£ 9,000		4
	£ 361,330	18%	£ 106,840	31%	£ 254,490	£ -	£ 31,000	£ 12,500	
<b>Building Costs</b>									
Utilities	£ 71,400	4%			£ 71,400				
Rates	£ 115,460	6%			£ 115,460	£ 92,368			5
Maintenance Insurance	£ 86,180	4%			£ 86,180				
Building Services	£ 226,080	11%			£ 226,080		£ 16,000		6
Capital Charges	£ 389,240	20%			£ 389,240				
	£ 888,360	45%	£ -		£ 888,360	£ 92,368	£ 16,000	£ -	
Central Admin.	£ 153,360	8%			£ 153,360	£ 50,609			7
<b>Total</b>	<b>£ 1,972,860</b>	<b>100%</b>	<b>£ 341,630</b>	<b>100%</b>	<b>£ 1,654,500</b>	<b>£ 142,977</b>	<b>£ 59,000</b>	<b>£ 29,250</b>	



### Tullie House Trust - Draft Timetable

2002

2003

APPENDIX 5

	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov
Consider Implications	→																	
Initial Decision to proceed			☼															
Covene Initiating Body				→														
Jointly Prepare Project Plan					→	→	→	→										
Prepare Risk Analysis						→	→	→										
Exec Approve Project Plan								☼										
Board Assembly						→	→	→	→	→								
Company Registration									→	→								
Draft Contract, Spec and Monitoring Plan									→	→	→							
Leases and Condition Surveys									→	→	→	→	→					
TUPE List/ Pensions etc									→	→	→	→	→	→	→	→	→	→
Contract Negotiations										→	→	→	→					
Director Appointment			→	→	→	→	☼											
Trust Business Plan Preparation							→	→	→	→	→	→	→					
Business Plan and Contract Approved by Board													☼					
Contract Terms Approved by Council													→	→	☼			
Transfer																→	→	☼

### Tullie House Trust - Draft Timetable

2002

2003

APPENDIX 5

	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov
Consider Implications	→																	
Initial Decision to proceed			☼															
Covene Initiating Body				→														
Jointly Prepare Project Plan					→	→	→	→										
Prepare Risk Analysis						→	→	→										
Exec Approve Project Plan								☼										
Board Assembly						→	→	→	→	→								
Company Registration									→	→								
Draft Contract, Spec and Monitoring Plan									→	→	→							
Leases and Condition Surveys									→	→	→	→	→					
TUPE List/ Pensions etc									→	→	→	→	→	→	→	→	→	→
Contract Negotiations										→	→	→	→					
Director Appointment			→	→	→	→	☼											
Trust Business Plan Preparation							→	→	→	→	→	→	→					
Business Plan and Contract Approved by Board													☼					
Contract Terms Approved by Council													→	→	☼			
Transfer																→	→	☼