

# AGENDA

## Community Overview and Scrutiny Panel

**Thursday, 24 November 2016 AT 10:00**  
**In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG**

**Please note: Members should allocate at least 2 hours for Scrutiny Meetings**

**\*\*Briefing meeting for Members will be at 9.15 am in the Flensburg Room\*\***

### **Apologies for Absence**

To receive apologies for absence and notification of substitutions

### **Declarations of Interest**

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

### **Public and Press**

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

### **Minutes of Previous Meetings**

**7 - 12**

To sign and approve the minutes of the meeting held on 1 September 2016.

(Copy minutes in Minute Book 43[3]).

To note the minutes of the meeting held on 13 October 2016.

(Copy minutes herewith)

## **PART A**

### **To be considered when the Public and Press are present**

#### **A.1 CALL-IN OF DECISIONS**

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

#### **A.2 RIVERSIDE HOUSING ASSOCIATION**

(Economy, Enterprise and Housing Portfolio)

The Divisional Director of Riverside, Ms Sarah Paton has been invited to attend the Panel to give a presentation.  
(Copy presentation to follow)

#### **A.3 TULLIE HOUSE BUSINESS PLAN 2017/18**

**13 - 58**

(Culture, Heritage and Leisure Portfolio)

The Deputy Chief Executive to submit a report introducing the Tullie House Museum and Art Gallery Trust Business Plan 2017 - 18. This matter was included on the Notice of Executive Key Decisions and was considered by the Executive on 21 November 2016.  
(Copy report SD.29/16 herewith, Minute Excerpt to follow).

#### **A.4 LEISURE CONTRACT RETENDER UPDATE**

**59 - 62**

(Communities, Health and Wellbeing Portfolio)

The Deputy Chief Executive to submit a report detailing the revised timetable for the Leisure Contract Retender exercise.  
(Copy report SD.30/16 herewith).

## **A.5 HOUSING ASSISTANCE POLICY 2017**

**63 - 84**

(Communities, Health and Wellbeing Portfolio)

The Corporate Director of Governance and Regulatory Services to submit a report for the Panel to consider and comment upon a revised Housing Renewal Assistance Policy 2017.

(Copy report GD.68/16 herewith).

## **A.6 BUDGET 2017/18 - 2021/22**

(Culture, Heritage, and Leisure Portfolio, Finance, Governance and Resources Portfolio, and Communities Health and Wellbeing Portfolio)

**Members are reminded that the Budget reports were circulated to all Overview and Scrutiny Members on 11 November 2016. Members are asked to bring the relevant budget reports to the meeting. The Executive Decisions from 21 November 2016 will be tabled at the meeting.**

### **Revenue Budget Reports:**

#### **(a) Budget Update – Revenue Estimates 2017/18 to 2021/22 pages 1 -17**

To consider new revenue spending pressures and reduced income projections which fall within the area of responsibility of this Panel:

- |                                |         |
|--------------------------------|---------|
| • Welfare Reform Act           | p.2, 4  |
| • Leisure Reserve              | p.3     |
| • Cremator Reserve             | p.3     |
| • Homelife                     | p.6, 14 |
| • New Homes Bonus              | p.12    |
| • Supporting People Contract   | p.12    |
| • Events Sponsorship           | p.12    |
| • Rural Service Delivery Grant | p.12    |

To consider new savings proposals and additional income generation which fall within the area of responsibility of this Panel:

- Proposals for Transformation Savings (Appendix C– p.13)

**(b) Individual Charges Reviews – pages 18 – 101**

To consider and comment on the Review of charges in respect of the following areas which fall within the area of responsibility of this Panel:

**Community Services**

- Allotments p.21
- Use of Parks Charges p.22
- Football Pitches p.22
- Bereavement Services p.22
- Old Fire Station p.22
- Summary of Income p.25

**Governance and Regulatory Services**

- Housing p.55
- Homelessness Prevention and Accommodation Service p.56
- Summary of Income p.64

**(c) Revised Capital Programme 2016/17 and Provisional Capital Programme 2017/18 to 2021/22 pages 102 - 111**

To consider the Chief Finance Officer report RD.36/16 and in particular comment on the capital spending which fall within the area of responsibility of this Panel:

- Disabled Facilities Grant p.103, 105, 106
- John Street Hostel p.103
- Leisure Facilities p.105
- Revised Capital Programme 2016/17 p.110

**A.7 2ND QUARTER PERFORMANCE REPORT 2016/17**

**85 - 96**

(Cross Cutting)

The Policy and Communications Manager to submit performance monitoring reports relevant to the remit of the Community Overview and Scrutiny Panel.

(Copy report PC.23/16 herewith)

To consider a report providing an overview of matters related to the work of the Community Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of the Key Decisions items relevant to this Panel as set out in the Notice of Executive Key Decisions.

(Copy Report OS.23/16 herewith)

### **PART B**

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

-NIL-

#### **Members of the Community Overview and Scrutiny Panel**

**Conservative** – Ellis, Layden, Mrs McKerrell (Vice Chairman), Bainbridge (sub), Bloxham (sub), Mrs Mallinson (sub)

**Labour** – Burns (Chairman), Ms Franklin, McNulty, Ms Williams, Mrs Coleman (sub) McDonald (sub), Mrs Riddle (sub)

**Independent** - Paton, Betton (sub)

**Enquiries, requests for reports, background papers,  
etc to Committee Clerk: Jacqui Issatt - 817557 or  
[jacqui.issatt@carlisle.gov.uk](mailto:jacqui.issatt@carlisle.gov.uk)**



## **MINUTES OF PREVIOUS MEETING**

### **COMMUNITY OVERVIEW AND SCRUTINY PANEL**

**THURSDAY 13 OCTOBER 2016 AT 10.00 AM**

**PRESENT:** Councillor Burns (Chairman), Councillors Betton, Ellis, Mrs McKerrell, McNulty, Mrs Riddle and Ms Williams.

**ALSO**

**PRESENT:** Councillor Glover – The Leader  
Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio Holder  
Councillor Miss Lee Sherriff – Communities, Health and Wellbeing Portfolio Holder  
Mr Allan - Chairman, Carlisle and District Federation of Community Organisations.  
Ms Fisher – Liaison Officer, Carlisle and District Federation of Community Organisations

**OFFICERS:** Deputy Chief Executive  
Contracts and Community Services Manager  
Overview and Scrutiny Officer

#### **COSP.61/16 APOLOGIES FOR ABSENCE**

Apologies were submitted on behalf of Councillors, Franklin, Layden and Paton.

The Chairman noted that Councillor Paton was unable to attend the meeting due to being in hospital, he extended the Panel's sympathies to Councillor Paton.

#### **COSP.62/16 DECLARATIONS OF INTEREST**

Councillor Burns declared an interest in accordance with the Council's Code of Conduct in respect of Item A.2 – Community Centre and Federation Update. The interest related to the fact that he was a former Community Services Manager at the Council.

Councillor Mrs Riddle declared an interest in accordance with the Council's Code of Conduct in respect of Item A.2 – Community Centre and Federation Update. The interest related to the fact the she was a former Executive Member with responsibility for Community Centres in her portfolio.

#### **COSP.63/16 PUBLIC AND PRESS**

**RESOLVED** – That the Agenda be agreed as circulated.

#### **COSP.64/16 MINUTES OF PREVIOUS MEETINGS**

**RESOLVED** – That the minutes of the meeting held on 21 July 2016 were approved and signed. The minutes of the meeting held on the 1 September 2016 were noted.

#### **COSP.65/16 CALL- IN OF DECISIONS**

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

## **COSP.66/16    COMMUNITY CENTRE & FEDERATION UPDATE**

The Chairman welcomed Mr Allen and Ms Fisher, Chairman of Carlisle and District Federation of Community Organisations to the meeting.

Pursuant to minute COSP.60/16 the Deputy Chief Executive submitted the Community Centre & Federation Update (SD.21/16).

The Deputy Chief Executive described how the Council supported eleven Community Associations in the running and management of individual centres, and how the performance of the Associations along with the Council's relationship with the Association was monitored by a Service Level Agreement. The report outlined the in-kind and other types of support the Council provided to the Community Associations as a result of their being registered charities.

The Council provided direct / devolved funding support to Association run Community Centres, based on the submission of an annual Business Plan. Additionally, the Council owned seven Community Centres to which it provided reactive and planned maintenance, and insurance.

The Deputy Chief Executive stated the two main issues in relation to Community Centres were the: budgets and the most effective way to utilise the available finances and; facilitating the independent sustainability of the centres.

Mr Allan, Chairman of Carlisle and District Federation of Community Organisations (the Federation) addressed the Panel, and noted that funding was an important factor in Community Centre Management. The Federation recognised the Council's budgetary position, but was concerned at the extent of the Council's cuts to Community Centres and the timescale in which they had been implemented.

The three year funding and annual Service Level Agreements provided significant security to the Community Centres and aided their resource planning. The Centres were happy to move to a financial model that did not require Council grant funding, however, the transition towards financial independence needed to be effectively managed to mitigate any impact on the viability of the centres.

Mr Allan advised the Panel that the Federation sought to enable the Community Centres to realise a stronger trading position, and the capacity to offer additional services to their communities. Funding bids had been submitted to charitable organisations by the Federation to assist it in supporting the Centres in improving their governance arrangements, it was hoped that a Development Manager could be engaged to provide training and development to Centres on this matter.

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

- *Was it the Council's aim to move to a zero grant provision to Community Centres?*

The Deputy Chief Executive replied that moving away from the Council's current core funding model to a standalone approach was a sensible strategy which would increase the Centres' control over their spending. He stressed that no policy decision had been taken on the matter.



- *What is the current membership of the Federation, and was the organisation considering expanding?*

Mr Allan explained that currently, the membership of the Federation was made up from the eleven Council supported Community Centres. The Federation recognised that other community organisations may be interested in engaging in Federal activity and this was an area the Federation intended to explore in the coming year.

Ms Fisher explained that the Community Centres were keen to assist the Council in delivering the Carlisle Plan, and hoped to have discussions with the Council to progress this. The Contracts and Community Services Manager informed the Panel that in the preceding two and a half years, the Service Level Agreements between the Council and the Community Centres had been focussed on the Carlisle Plan with the Centre's annual Business Plans being based on the Carlisle Plan. He felt that over the coming years there was a need to develop greater cohesiveness between the Community Centres' Business Plan and the Carlisle Plan to help strengthen the Centres' delivery of Carlisle Plan.

- *Given the Community Centres current constitution and management arrangements, was it feasible for them to be able to deliver the Carlisle Plan?*

The Contracts and Community Services Manager responded that in terms of delivering positive outcomes and the Carlisle Plan, Community Centres were already doing effective work. The technical skills associated with business planning was an important factor in enabling Community Centres to deliver the Carlisle Plan, and was an area where training was continuing to ensure Centres were able to link outcomes of the activities delivered to outcomes identified in the Carlisle Plan.

The Contracts and Community Services Manager understood that the Federation felt there was scope for the Council to provide Community Centres with greater specificity in relation to how the Carlisle Plan outcomes were to be met, without overly prescribing what activity the Centres were to undertake.

Mr Allan responded that the Federation was keen to develop dialogue with the Council to identify further ways of working together to help the Council deliver its Carlisle Plan objectives.

- *A Member commented that the governance of the Community Centres was not limited to the Centre Managers, but included Board members, Committee members and Trustees. Each Community Centre was independent of the Council and it was down to the Centres to develop work that met the required outcomes for the Council and added benefit to the Community.*

Mr Allan agreed that governance was an important factor in Community Centres being able to deliver outcomes, Centres needed to recruit as Trustees, people who were interested in developing their communities. The Federation hoped to provide training that would assist the Centres in strengthening their governance arrangements, which would enable them to offer more services to their communities.

Mr Allan felt that budgets were an on-going issue, he stated that revenue funding was key to allowing the Federation to develop processes with the Community Centres. He was optimistic that in the coming year the Community Centres would function as a strong central driver of Council activity.

- *Had any changes occurred in the relationship between the Council, the Federation and the Community Centres?*

Mr Allan replied that the formalisation of the relationship between the Council, the Federation and the Community Centres via the three year funding and Service Level Agreements had been beneficial. However, there was more work to be done to develop the capacity of the Community Centres.

The Communities, Health and Wellbeing Portfolio Holder reminded that a 2012 Task and Finish Group set up by the Panel to consider Community Centres had indicated that the relationship between Council, the Federation and the Community Centres was not working effectively. Efforts had subsequently been made by all parties to identify areas of work on common ground and the relationship had improved. She felt that in the long term, the sustainability of the Community Centres would be enhanced by their becoming more independent. The Council would facilitate the Centres and encourage joint working where appropriate, she hoped to see an increase in the services offered by the Centres.

The Chairman, on behalf of the Panel thanked Mr Allan and Ms Fisher for attending the meeting, and contributing their views.

RESOLVED – (1) That Mr Allan and Ms Fisher be thanked for their contribution to the meeting.

(2) That report SD.21/16 be noted.

## **COSP.67/16 YOUTH PROVISION IN CARLISLE AND DISTRICT**

Councillor McNulty delivered a presentation on Youth Provision in Carlisle and District covering: the types of activities currently available; the distribution of activities across the district; and how involved young people were with the Council.

Councillor McNulty explained that Carlisle Youth Zone, the largest purpose built centre in the District was used by between three hundred and five hundred young people per week, however, the facility had been affected by the December 2015 flood and was not currently accessible to young people. Work undertaken to map youth provision in the District had been difficult as no single organisation held records of all activities provided for young people.

In terms of the Council's engagement with young people it was noted that consultations had been undertaken on the development of Carlisle Plan policies and play parks, Carlisle Partnership worked with the Youth Council, and the authority facilitated youth exchanges with its twinned cities in Flensburg and Slupsk.

The Chairman thanked Councillor McNulty for his presentation, which he felt had set the scene for the Panel to discuss the matter of youth provision in the district, he asked Members to consider how they wished to progress the issue.

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

- Were young people aware of all the activities going on in the District?

Councillor McNulty responded that young people may not be aware of the activities available for them as marketing and promotion was often patchy.

The Contracts and Community Services Manager noted in addition to the activities noted in the presentation, the Council also delivered “Summer Splash” and “Gifted and Talented” schemes. He agreed that the promotion and marketing of activities and events for young people was important and undertook to discuss the matter with the Council’s Communications Team.

In response to a Member’s comment that the Council’s website did not hold a lot of information aimed at young people, the Contracts and Community Services Manager responded that the website was perhaps not the most effective tool for marketing events to young people. However, use of the Council’s social media platforms was an area that be more effectively utilised.

A Member replied that the website would be useful for parents looking for information on youth provision in their area of the district, and that may be a tool for disseminating the information.

- How would the Council identify what provision young people wanted, and how would it work with disengaged young people?

The Economy, Enterprise and Housing Portfolio Holder described a consultation with young people that had been held, jointly with the Police in a particular area of the city. The young people’s responses indicated they wished to have a safe place to be, without the imposition of supervision and rules, which was difficult for the Council to provide. She added that a proportion of young people were reluctant to conform and engage, and questioned how the Council could interact with such individuals.

A Member felt there was a risk that the Panel’s consideration of the issue of Youth Provision had not taken into account the fact that young people now socialised at home though use of social media and gaming. Social trends had changed in recent years and this was an issue the Panel needed to recognise.

The Chairman stated that at previous panel meetings a number of issues and problems in respect of Youth Provision had been highlighted, and he asked Members if they wished to set up a Task and Finish or Working Group to consider the matter.

A Member asked, given the Council’s limited resources, what the aim of such work would be? The Chairman felt it was incumbent on the Council to engage with young people in the district, and that work could be undertaken to ensure that the Council’s resources were being directed effectively.

The Leader considered the Council would benefit from enabling young people to increase their influence to feed into the planning and delivery of services. He agreed that interacting with disengaged young people was an issue that needed to be considered.

Councillors Burns, Mrs McKerrell, and McNulty each expressed an interest in taking part in a Task and Finish Group to consider Youth Provision in Carlisle and District. The Panel agreed to the Task and Finish Group being set up.

**RESOLVED – (1) That a Task and Finish Group be set up to look at issues relating to Youth Provision in Carlisle and District.**

(2) That the Contracts and Community Services Manager liaise with Officers in the Communications Team regarding the promotion and marketing of events for young people on the Council's website.

(3) That Councillor McNulty be thanked for his presentation.

#### **COSP.68/16    OVERVIEW REPORT AND WORK PROGRAMME**

The Overview and Scrutiny Officer submitted report OS.20/16 which provided an overview of matters relating to the work of the Community Overview and Scrutiny Panel and included the latest version of the work programme and Key Decisions of the Executive which related to the Panel.

The Overview and Scrutiny Officer reported that the Notice of Executive Key Decisions were published on 23 September 2016 and KD.20/16 Tullie House Business Plan and KD.21/16 Budget Process 2017/18 had been included on the agenda for the Panel's 24 November 2016 meeting.

Members did not raise any questions or comments on the items contained within the Notice of Executive Key Decisions.

The Work Programme for the Panel had been circulated for comment / amendment, the Chairman advised Members that the report on the Housing Strategy would not be submitted at the 24 November meeting of the Panel. An additional report was to be presented to the Panel detailing proposals of revised remits for the Overview and Scrutiny Panels which had been developed in response to the Council's revised management structure.

The Chairman noted that

RESOLVED – (1) That the Overview Report incorporating the Work programme and Key decision items relevant to this Panel (OS.20/16) be noted.

#### **COSP.69/16    CHAIRMAN'S ANNOUNCEMENT**

The Chairman advised the Panel that the Overview and Scrutiny Officer was leaving the authority. The Chairman, and the Panel, thanked the Officer for her work and considerable efforts on behalf of the Panel. Member's wished the Overview and Scrutiny Officer good luck for the future.

(Meeting ended at 11:36am)

# Report to Community Overview and Scrutiny Panel

Agenda  
Item:  
**A.3**

Meeting Date: 24<sup>th</sup> November 2016  
Portfolio: Culture, Leisure and Heritage  
Key Decision: Yes: Recorded in the Notice Ref:KD20/16  
Within Policy and  
Budget Framework YES  
Public / Private Public

Title: TULLIE HOUSE BUSINESS PLAN 2017/18  
Report of: DEPUTY CHIEF EXECUTIVE  
Report Number: SD 29/16

## Purpose / Summary:

This report introduces the Tullie House Museum and Art Gallery Trust 2017 - 2020 Business Plan.

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

## Recommendations:

The Community Overview & Scrutiny Panel is asked to:

(i) to consider the report and the proposed Business Plan and provide feedback to the Executive.

## Tracking

Executive:	21 <sup>st</sup> November 2016
Overview and Scrutiny:	24 <sup>th</sup> November 2016
Council:	

## **1. BACKGROUND**

- 1.1 The Council on 14th December 2010 approved the principle of establishing a new Charitable Trust to run the Tullie House Museum and Art Gallery. Tullie House Museum and Art Gallery transferred from Carlisle City Council to an independent company on 5th May 2011.
- 1.2 The partnership agreement between Tullie House Trust and Carlisle City Council states that the core funding for future years granted from the Council to the Trust is set following consideration of a business plan submitted annually by the end of October.
- 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 2017/18 through to 2019/20.

## **2. PROPOSALS**

- 2.1 The Community Overview & Scrutiny Panel is asked to consider the report and the proposed Business Plan and provide feedback to the Executive.

## **3. CONSULTATION**

- 3.1 The Community Overview & Scrutiny Panels views are being sought by the Executive prior to the proposed Business Plan appearing before full Council.

## **4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

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

## **5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

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

**Contact Officer:        Darren Crossley**

**Ext:    7120**

**Appendices  
attached to report:**

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

- None

**CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive's -**

**Deputy Chief Executive –**

**Economic Development –**

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

**Local Environment –**

**Resources -**

The MTFP assumes provision for the core funding of the Tullie House Trust in accordance with the Partnership and Funding agreement and includes reductions in core funding which have been previously agreed. In line with standard procedures, further work is required in respect of the inflation calculation for 2017/18 as well as clarification of any central support services required in future years; this work to be completed before the core funding is agreed by Council.

**TULLIE  
HOUSE**

**MUSEUM AND  
ART GALLERY  
CARLISLE**

# **Draft Business Plan**

## **2017/18 to 2019/**



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**APPENDIX A – Manifesto**

**APPENDIX B – Budget**

**APPENDIX B – CMC / ACE Activity Plan 2015 to 2018**

**APPENDIX D – Extract from the Partnership Funding Agreement & Carlisle City Council  
Performance Monitoring**

## **1.0 FOREWORD**

The Business Plan covers the three year cycle that responds to the funding profile agreed by the Trust with its principal funder, Carlisle City Council, in 2011. This Business Plan covers the following financial years: 2017/18, 2018/19 and 2019/20. It outlines the Trust's priorities for the period, and how our activities will meet our strategic objectives.

The Trust has received a firm indication from Carlisle City Council that no further reductions in the core grant are planned for the four years of the Council's Medium Term Financial Plan. This news is very welcome and allows for some stable planning and incremental growth which can be seen in the Priorities section of Business Plan. It will also provide assurances to other major funders such as Arts Council England (ACE) and the Heritage Lottery Fund (HLF). When the Trust was set up it was agreed that the business planning process would follow a rolling three-year cycle so that with each annual business plan it would only be necessary to agree the grant for year 3, the grants for the first and second years having been confirmed previously. This approach was to provide some certainty for short-to-medium-term planning, but had unfortunately to be set aside during the major grant reductions of 2014/15 and 2015/16. Now that these are behind us, it is hoped that the terms of the Funding Agreement can once again be followed.

Partnership working is fundamental to the success of the Trust so it is appropriate and timely for the City Council and the museum to be working collaboratively on a number of projects and new initiatives aimed at sustainability and/or raising the profile of culture within Carlisle. Equally, as the lead organisation for the Cumbria Museum Consortium (CMC) the Trust continues to have a strong relationship with ACE. 2017/18 is the third and final year of the Consortium's Major Partner Museum funding. ACE have announced their new investment plan for supporting museums beyond this period which involves museums merging with the existing arts based National Portfolio Organisations (NPO) to create arts and culture NPOs. The Consortium will be submitting an NPO application in January 2017 for this new four-year grant programme.

Financial year 2015/16 saw visitor numbers fall below 250,000 (230,000) for the first time in three years. Consequently, in 2016/17, we developed programmes aimed at providing something for all of our core audiences: in spring 2016 we had the Egyptian exhibition for our schools and adult audiences; in spring our new Viking gallery opened and, in the summer, this was complemented by a family friendly Deadly Dragons exhibition. In autumn we are putting in a Carlisle at War exhibition to respond to local audience interests. All of these exhibitions include / have included a wide ranging engagement programme designed to stimulate interest and appreciation of the central theme. At the time of writing this audience centred approach is showing an increase of almost 10,000 visitors over the same period (January to September), so although there are still three months of the calendar year remaining, the signs are promising (June to September figures in 2016 were all up on 2015). The end of year (March 2017) visitor numbers are currently projected to be around 240,000.

The Deadly Dragons exhibition and the Young Explorer's Gallery were designed to fully exploit the impact of the museum being the holder of the prestigious national Telegraph Family Friendly award. In addition to the exhibitions, events and marketing all focused on our family audience, a strategy which appears to have paid off. In the future the Trust is planning to develop this key audience further by seeking funding to create a permanent children's gallery.

Increasing the number of visitors to our premises is clearly very important but equally significant is the income we generate from these visitors and at present this is very low. We have been working hard to improve our spend-per-head and over the next three years we have committed to developing income streams so that, as an organisation, there will be much greater emphasis on developing earned revenue which clearly contributes to our financial sustainability. To this end sustainability and community engagement are our twin strategic priorities for the duration of this Business Plan.

In seeking to progress these two strategic priorities, we have set ambitious targets and have been working hard to change the culture of the organisation. We have improved the gathering and use of management information, created a performance team, focused on private investment and instilled a 'family business' ethos. It is early days but this new more focused approach is beginning to create an organisation that is better managed and more financially aware and, when harnessed with our Manifesto, is galvanising staff and Trustees to creatively develop measured but exciting plans for a promising future.

Clearly the future needs to be more financially sustainable but before we can grow significant income we need to invest in the core offer. The two are inextricably linked. The creation of the Roman Frontier Gallery in 2011 provided us with a view of what a modern museum should look like so we have revisited the 20:20 project (which was submitted to the Heritage Lottery Fund in 2014) and prepared our initial plans for an ambitious but realistic capital programme that supports the twin objectives of sustainability and community engagement. We will now seek to develop these plans with the Board and with our Carlisle City Council partners.

2016/17 was always going to be a tough year for the Trust. Not only have we responded to a significant reduction in our core funding by reducing our revenue budgets and cutting our workforce by 20%, but we have also moved a huge archaeological archive and introduced new caterers for the first time in 25 years. In a year of change we have also created a new leadership team and introduced some new Trustees.

None of this would have been possible without the tremendous support and dedication of the Trust staff, who have remained professional and completely focused throughout a very difficult period. We would also like to acknowledge the huge contribution our volunteers make to ensuring that the Trust provides such a great service to our public.

## 2.0 HIGHLIGHTS OF 2016/17

2016 saw our core funding from Carlisle City Council reduced by 19% following a 20% reduction the previous year. Radical and swift changes have had to be implemented to respond to the new landscape that this inevitably created. Our exhibition and events programme is planned approximately two years in advance so we have had to honour the commitment delivering an ambitious programme with less money and 20% fewer staff. This has been really challenging. Nevertheless our exhibitions this year have included the following:

**Writing for Eternity: decoding Ancient Egypt** – a touring exhibition from the British Museum that examines 4,000 years of writing through the context of the history of this ancient civilisation. The exhibition featured stunning objects and texts that help explore the role of the scribe in Egyptian culture, the history of writing for the afterlife and how, just like us, the Ancient Egyptians wrote letters, read poetry, negotiated business deals and documented their daily lives. As well as telling the stories of pharaohs, the elite and their scribes, the exhibition explores the lives of everyday people; builders, traders, farmers, nomads.

To complement this exhibition the museum borrowed a number of rare Egyptian artefacts from The Manchester Museum and showed these in our new Spotlight gallery alongside items from Tullie House's own collections.

**Cumbrian Art: Picturing Places** – was a major exhibition of Tullie House artwork that focused on the rural area around the city, the changing Lakeland landscape, and the Cumbrian coast. But the exhibition was not just about Carlisle – the show featured 90 works that illustrate the endeavours of artists – many local – from the earliest days of realistic landscape art to the sometimes unrealistic era of Photoshop. Among the works on show was the final – unfinished – work by Carlisle's most famous artist Sam Bough, found on his easel at the time of his death in 1878.

Tullie House transformed its first floor Exhibitions Gallery into a discovery play space called the **Young Explorer's Gallery** aimed at young people and inspired by the museum collections. The room was divided into four areas for children to get hands-on and creative in: Nature Play, History Play, Art Play and Soft Play. The exhibition was a pilot to explore the relatively new 'pay for play' concept and to see whether there is the audience to develop a more bespoke permanent gallery in the future. Visitor numbers were high and the feedback received has confirmed that the museum will seek funding to create a permanent play gallery in the near future.

In July Tullie House opened its doors to a temporary exhibition aimed at celebrating 100 years since the State took control of Carlisle pubs. **'The State Management Story'** was part of a wide

project commissioned by Carlisle City Centre Business Group with funding from the Heritage Lottery Fund. The exhibition featured many of the original glasses, bottles, tea sets and beer crates issued by the State Management Scheme alongside stories from local people who shared memories of working in the pubs or started their drinking under this scheme.

The museum's blockbuster family exhibition this summer: **A Viking's Guide to Deadly Dragons** is a touring exhibition developed by Seven Stories and popular children's author Cressida Cowell. It includes Cressida's original drawings, manuscripts and working processes from her hugely popular *How to Train Your Dragon* book series, which has also been made into a television and film series by DreamWorks animation. The exhibition was accompanied by a major events programme including a talk and book signing by Cressida Cowell herself, a Deadly Dragons Family Sleepover and a Deadly Dragons Family Festival.

Tullie House was pleased to be the heritage partner of OutREACH Cumbria's Heritage Lottery Fund project that explores the living history of lesbian, gay, bisexual and trans (LGBT) people in the county. The exhibition, called **Celebrate: LGBT History in Cumbria** has provide the museum with the opportunity to both showcase community diversity and to develop its own collection so that the social history collections, in particular, fully represent the county's community.

The autumn exhibition '**Carlisle in the Great War, 1914-1918: Munitions, Mayhem and Mobilisation**' features the stories of people living in Carlisle between 1914-1918. Unlike earlier conflicts, the Great War was a 'total war'. The War was not only fought on the battlefields and seas, but in the factories, hospitals and railway stations here at home. Carlisle's men and boys eagerly joined the British Army and Navy to defeat Germany as patriotic fervor swept through Cumberland. Some returned to the city as heroes, wounded and changed forever. Many would not return. The impact of such losses on local families was devastating. Carlisle's civilian population included local women becoming munitions workers at the East Cumberland Shell Factory or the HM Gretna site. Others became nurses caring for the wounded soldiers as buildings across Carlisle were converted into war hospitals. This exhibition provides an opportunity to tell their story.

In addition to the temporary exhibitions the first new permanent gallery since 2011 was opened – **Vikings Revealed** tells the story of the impact of Vikings in Cumbria and how their experience compared to that of Vikings elsewhere in the UK. The exhibition, which opened in February, displays the finds excavated at Cumwhitton in 2004 – the first Viking burial excavated in the 21<sup>st</sup> century, and one of the few sites nationally discovered with female burial remains. The exhibition allows visitors to see the results of the forensic investigation and processes used to identify the six graves.

## **Designation**

A Phase Two application to have the Natural Sciences Collection Designated as being of 'national importance' was submitted to the Arts Council in June 2016. Following a rigorous assessment process a decision will be made in November 2016.

## **The Whale Project**

The carcass of a dead Fin Whale found on Drigg beach was discovered in February 2014. With the approval of the Muncaster Estate, NW Wildlife Trust, Natural England and Copeland Council a Tullie House team led by the Natural Sciences Curator recovered the remains and has since been working with specialists and experts to clean, repair and present the skeleton. The intention is to mount the specimen in the atrium of Tullie House creating a dramatic spectacle. A competition was held to name the whale and the favoured name is 'Driggsby'. We see this project as a major museum centrepiece for Cumbria, our version of the Natural History Museum's 'Dippy the Diplodocus'. The cost of cleaning, conservation and mounting is in excess of £50k so several grant-giving trusts have been approached. Depending on the outcome of these applications it is hoped that the whale will be able to be displayed by the end of 2017.

## **Curatorial Excellence Programme**

Along with our two Cumbria Museum Consortium partners Tullie House has been delivering a training programme, funded by the John Ellerman Foundation, aimed at improving standards of collections management in Accredited museums across the county. Trust staff have been involved in delivering training which covers digitisation of collections, conservation, handling and documentation. The course is being cited as good practice in terms of leadership, delegates have provided positive feedback and there is a further 12 months to run.

## **Catering**

Tullie House has had a long and fruitful relationship with Elinor (formerly Eliance) Catering but with the current contract ending in 2016 the company decided that it no longer wanted to renew the arrangement and therefore continue to operate the museum franchise. The museum embarked on a rigorous tendering competition and has selected Catering Academy to operate the catering provision at the museum for the next five years. The new contract commenced in October and plans to refurbish the restaurant in January are currently at an advanced stage.

## **Collection Storage**

The Trust assumed responsibility for storage held at Shaddon Mill when it came into existence in 2011. The vast majority of material held in Shaddon is unaccessioned archaeology (there are also some larger social history collections). Developments in the city centre from 1979 led to the founding of a dedicated archaeological unit in 1979 and this 'Unit' unearthed a huge amount of material which led to increasing the size of the collection to about four times the original. The task of procuring a store at a lower rent was fraught with difficulties as access, condition of the building and the need for a specific internal environment were all important factors that required consideration. Once procured the task of moving over 6,500 boxes of

finds, 450 loose items on pallets and 317 boxes of paper archives was an enormous challenge given the reduced staffing and financial resources. The Trust remains extremely grateful to Story Construction for its help and understanding in supporting the museum in managing this complex logistical exercise.

### **Fundraising**

We have targeted High Net Worth Individuals for the first time in 2016 and have had some success in benefiting from a small number of restricted donations, including one large donation of £100,000. We will continue to work with Trustees to not only develop existing relationships but expand this activity over the duration of this Business Plan.

We have applied for and been successful with a number of grant applications including: British Council for our work with China, and Cumbria Flood Resilience for work with an artist-in-residence based at the Guildhall. Our priority has been to raise funding for the Whale project by targeting Trusts & Foundations and at the time of writing we are awaiting the outcome of three separate grant applications. We have also submitted an application to English Heritage to have our non-accessioned archaeology collections assessed for rationalisation.

We have been working with partners to submit applications to the following:

- The ACE Celebrating Age fund designed to deliver cultural activity to older people in day centres
- Two applications to the ACE, English Heritage and HLF Special Places fund. One application is a partnership with cultural organisations within Carlisle to develop a cultural consortium, whilst the other is a bid focusing on Hadrian's Wall as a unique visitor destination
- We have also been working on a Visit Britain's Cultural Destinations application along with other North of England Heritage cities

Announcements on these applications are pending.

### **Staff Development**

The Trust's Learning Coordinator, Sarah Foster, has been successful in being awarded a place on the new and extremely competitive Cultural Education Leadership Programme. Many cultural organisations experience a high degree of challenge in maintaining or developing members of staff who can dedicate themselves to working with schools. The Cultural Education Leadership Programme is an investment from Curious Minds designed to protect, nurture and develop a team of credible schools experts from within the North West's cultural sector who can strengthen the ability of cultural organisations to work in partnership with schools and will take that passion and expertise with them as they develop as future leaders of learning departments, artistic directors or managers of venues. The Cultural Education Leadership Programme is a new annual, year-long leadership development opportunity that, over 3 years,

will create a talent pool of 20 credible school specialists working in the Arts Council's North West's National Portfolio Organisations.

In recognition of winning the Kids in Museums Family Friendly Museum of the Year Award, Learning & Engagement Manager, Anna Smalley, was invited to speak about the museum's family offer at the pan-European 'Best in Heritage' conference in Croatia.

### **3.0 BUSINESS PLAN PRIORITIES 2017 - 2020:**

Over the next three years (from April 2017 to March 2020) the Trust will have two priorities – **financial stability** and **community engagement**. Helping us to achieve these priorities are eight strategic objectives.

#### **Priority 1: Financial Sustainability**

- Objective 1: Develop an organisational focus on generating greater earned income
- 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

#### **Priority 2: Community Engagement:**

- Objective 5: Focus on developing greater engagement with the Carlisle community
- Objective 6: Continue to work with hard-to-reach groups within Carlisle and 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 relating to these priorities and objectives:

#### **Objective 1: Develop an organisational focus on generating greater earned income**

1. Increase income from learning activities by 60% by 2020
2. Generate at least £10k of income from curatorial development by 2020
3. We will be developing our exhibitions programme in two specific ways.
  - We will look to minimise costs by working in partnership, seeking funding opportunities and efficiencies
  - We will aim to be clear about our target audience, our marketing and how we can maximise income generation opportunities
4. By 2021 and following a capital programme, we will increase income from shop and admissions



6. Undertake a cost / benefit analysis of developing the rotunda into a multi-functional space for corporate hire
7. Investigate acquiring the Castle Street premises and explore ways to convert and rent out the Librarian's House as a B&B

**Objective 2: Improve management information so that we can better manage performance**

1. Develop robust visitor data and report on this weekly
2. Introduce monthly management accounting by December 2016
3. Improve IT infrastructure and support services by January 2017 so that information is both timely and relevant

**Objective 3: Secure funding to initiate a programme of capital developments designed to generate a significant increase in earned income**

1. We will work with Catering Academy to undertake a capital development of the restaurant in early 2017
2. Maximise visitor interest in historic costume by creating a dedicated costume display in the current Carlisle Life gallery in early 2017
3. Seek funding to convert the Special Exhibitions Gallery (SEG) into a new community learning space ready for the 2017 academic year
4. Building on the success of the 'Tullie Explorers Gallery', piloted May - July 2016, we will investigate funding opportunities to create an exciting new permanent, interactive children's play gallery within the museum in 2018. This will develop our offer for families and represent a significant income generation opportunity for the museum
5. We will discuss our masterplan with HLF and take their advice on submitting a major funding application for Phase 2 of our programme

**Objective 4: Actively increase income from trusts, foundations, individuals and corporates**

1. Work with CMC partners to secure National Portfolio funding (replacing MPM funding) from the Arts Council from 2018 to 2022
2. Seek funding to undertake one of the following three curatorial projects:
  - Document and digitise the historic photograph collection to generate income
  - If successful with current application to Historic England develop an archaeology project with volunteers or a trainee curator to provide greater access to collection
  - Create a curatorial trainee or internship scheme to grow curatorial capacity / provide enhanced access to collections, including the delivery of sessions with community groups and training / upskilling the Visitor Experience team
3. We will actively fundraise for a range of gallery developments as part of our capital masterplan
4. We will explore funding opportunities from HNWIs for a project which brings together connections between the Chinese Han Dynasty and Ancient Rome
5. We will work with our Trustees to develop our capacity to raise more income from fundraising

**Objective 5: Focus on developing greater engagement with the Carlisle community**

1. We will engage with a wide range of individuals and groups to ensure that more people experience and are inspired to visit museums (includes participation in large scale events and supporting national initiatives)
2. We will create and deliver programmes that increase the number and range of pupils engaging with the museums
3. We will increase our programme of activity and participation for Young People
4. We will deliver family engagement activity and establish a coordinated approach to a Family Friendly offer for Cumbria
5. We will create digital learning resources for teachers, schools and Young People
6. In 2017 we will be actively working 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
7. We will continue to develop our exhibitions engagement programme and work on the interpretation of new gallery developments

**Objective 6: Continue to work with hard-to-reach groups within Carlisle and surrounding area**

8. We will develop community and arts engagement with underrepresented groups (older people, dementia sufferers and carers, people with disabilities and low socio-economic backgrounds and artists). As part of this we will be active participants in the Carlisle Dementia Action Alliance and assist Carlisle's aspiration to become a Dementia Friendly City
9. If successful with a current funding application we will deliver the Arts Council's Celebrating Age programme (aimed at delivering a creative response to collections in a number of day centres) in 2017

**Objective 7: Strengthening our Hadrian's Wall offer**

1. In 2017 we will create an exciting and engaging Hadrian's Cavalry exhibition and work with partners to produce a once-in-a-lifetime Roman Turma (a re-enactment of a Roman cavalry unit) in Carlisle's Bitts Park
2. In 2017 we will strengthen our marketing offer to ensure that we maximise the impact of the UNESCO World Heritage brand

**Objective 8: Develop international audiences from China or with communities interested in Chinese culture**

3. We will work with local partners / initiatives to attract more international visitors from American and Far East Markets
4. We will build on our existing partnerships with the Imperial Decree Museum in Xuzhou and the Confucius Centre in Lancaster to develop our Chinese offer. This will include the placement of a Confucius Centre funded teacher who will work with staff, schools and community groups through Mandarin classes and sessions themed around TH's Chinese collections, and which will culminate in an exhibition in the Art Gallery in February 2018

with accompanying engagement programme, including a Chinese New Year festival in Carlisle City Centre

5. In 2017, with the assistance of a Chinese teacher we will develop guided tours in Mandarin and monetise this

Whilst our focus will be on the eight objectives that will help us realise our two aims there are a number of other initiatives that we have committed to deliver. These include:

1. Continue to deliver the CMC Activity Plan which includes
  - Training volunteers to raise collections management standards across Cumbria as part of the Curatorial Excellence Programme
  - Catalogue and digitise collections to create a regionally dispersed Cumbria collection on a bespoke collections website (part of the Curatorial Excellence Programme)
  - Undertake research on collections and programming
  - Delivery of Highlights Loans project (part of the Curatorial Excellence Programme)
2. Completing the Whale project (subject to funding)
3. In 2017 we will seek funding to develop our volunteer workforce
4. In 2017 we will produce a People Strategy and as part of this we will improve internal communications so that volunteers, employees and contracted staff are better informed and have a voice. We will also prioritise learning & development to ensure that our people are suitably trained and performing to the best of their ability

#### **4.0 MANIFESTO**

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

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

We recognise the need to improve performance, gather data and respond to visitor needs; these are all strands within the Manifesto but the challenge is to weave community

engagement and financial resilience and accountability together so that we can develop our role, connect better with our audiences and deliver inspiring and popular programmes.

## **5.0 MASTERPLAN FOR CAPITAL DEVELOPMENT**

The Trust submitted a major funding application of £12m (for a £17.8m project) to the HLF in November 2014. The application was unsuccessful but the feedback was positive on the vision and transformational potential of the Trust's 20:20 Project.

We have now re-evaluated the 20:20 scheme and are in the process of replacing this with a 10 year Masterplan that embraces much of the earlier scheme but which now crucially has a much stronger focus on financial sustainability and will be progressed in discrete stages over a longer period as funding permits and without major disruption to the visitor experience.

Initial work shows that the phasing can commence in 2017 (with the restaurant development) and continue to at least 2022. There is considerable planning work to be done but initial scoping work suggests that the first four phases of the development might cost in the region of £11m (Stage 1 commencing in early 2017 would be under £100k, Stage 2 - £1.3m, Stage 3 - £5.4m, Stage 4 - £4m). By phasing in this way we not only minimise the impact on our visitors, each phase will require an application of less than £5m (when match funding is taken into account), which allows us to stay below the threshold that requires projects to compete on a national basis with only one submission per year.

## **6.0 BUDGET POSITION FOR 2017/18**

Following two consecutive years of funding cuts from the City Council (£250k in 15/16 and £214k in 16/17), 2017/18 is the first year of what will hopefully be a much more stable period for Tullie House, with no further reductions in the core funding for at least four years. The focus is now very much on developing a proactive approach to increase our earned income in a sustainable way, rather than having to react to funding reductions.

The other significant funding Tullie House receives is the Arts Council England (ACE) Major Partner Museum (MPM) funding. 17/18 will be the third year of funding on the current three year agreement. The MPM funding is being replaced by the National Portfolio Organisation (NPO) scheme from April 2018 to March 2022 and an application will be submitted by the Cumbria Museums Consortium (CMC) in January 2017 with the outcome known in June 2017. For budgeting purposes we have assumed that this funding will continue in years 2 and 3, but clearly without confirmation until June 2017, this poses a risk to Tullie House should the CMC application be unsuccessful.

Our 10-year strategy is very much focused on a Masterplan for capital development (see section 5.0). This underpins our ambition to increase our number of visitors and our earned

income. The budget presented in this business plan shows ambitious but achievable growth in years 2 and 3 with the hope that any capital development will dramatically help to increase our earned income, sponsorships and donations.

### **6.1 Core Funding**

We have calculated the year 1 Council funding as follows;

16/17 Baseline	834,504
Funding for IT	61,500
1% Salary increases for core staff	8,251
0.6% CPI Inflation	1,000
	905,255

The baseline figure on in the proposed budget is 847,798 which included backdated amounts of £13,293.50 for Payroll and HR funding from 14/15 and 15/16. The IT and CPI elements are estimated and are still to be agreed. We have assumed further 1% salary increases in years 2 and 3 but haven't assumed any CPI increases in these years. The central services provided by the City Council have reduced in year 1 from the baseline due to Tullie House now outsourcing its IT provision. The only services Tullie House now receives from the Council are Health and Safety and Buildings Maintenance and the costs for these (and for the IT service) are based on the actual costs provided for 15/16.

### **6.2 Generated Income**

We are forecasting increases in our admissions income, shop income, schools income, catering income and sales of the Tullie card within 2017/18 and anticipate these areas to grow further in years 2 and 3. Our new caterers Catering Academy and a capital development in our restaurant will all help to increase our catering income by attracting new and more repeat visits. We are introducing new suppliers in the shop and are looking to increase our profit margins and reduce stock levels. The creation of a new education space will enable up to maximise bookings and income from schools and educational groups. We are often at capacity and have to turn bookings away so an additional classroom is really needed.

### **6.3 Unrestricted Grants / Sponsorship / Donations**

We are treating the Tullie House ACE MPM funding as unrestricted as following the last staffing restructure (completed May 2016) we no longer have any members of staff directly employed by this funding. All of our staff are now core staff and this funding contributes to all core costs as well as funding the projects and achieving the outcomes for ACE. As per the 3 year funding agreement, the contribution to Tullie House reduces by £12k to £291 in 17/18. We have also increased donations, gift aid and fundraising income and look to grow these areas further in years 2 and 3.

#### **6.4 Restricted Income & Expenditure**

As lead partner in the CMC, Tullie House also administers the consortium funding of the MPM grant which are projects that run in partnership with Lakeland Arts and Wordsworth Trust. The funding for 2017/18 is and again, it is assumed that this funding will continue in years 2 and 3. We are anticipating grants of £75k in 17/18 in relation to the exhibitions programme. This is made up of £35k from Northumberland National Park Authority for the Hadrian's Cavalry exhibition and £40k from the Confucius Institute for the Chinese exhibition in early 2018. We are proposing to turn the current Special Exhibitions Gallery into a new education and community space and will be applying for grant funding of £35k to Trusts and Foundations. In addition we have just submitted a funding application to ACE for the Celebrating Age programme for £98k. This will be a project working across CMC with Prism Arts.

#### **6.5 Expenditure**

Due to the uncertainty of some income streams Tullie will continue to keep costs under control and will continue to review all areas of expenditure in order to make efficiencies. A review of all our income streams has begun and we will continue to calculate the contribution of each form of income once costs have been fully allocated.

Core expenditure is showing an increase in 17/18, which accounts for the IT service being outsourced (note that CCC Central Services has reduced) although overall unrestricted expenditure has reduced. This will increase in years 2 and 3 which is partly to generate the additional income and to deliver a surplus with which to re-invest into the core business.

TULLIE  
HOUSE

# MANIFESTO



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# INTRODUCTION







# Pillar I:

We will create a museum fit for the 21st century, a museum that has something to say about Carlisle, Cumbria and the world in which we live; a museum that unleashes creativity and invites co-creation<sup>i</sup>; a museum which is collections based, curatorially informed and audience focused; a museum with a human face providing a third space<sup>ii</sup> anchoring community life.



## Pillar 2:

We will examine, explore and challenge assumptions, conventions, and disciplinary borders. We will scrutinise and contest what a museum is and how it is run by creating an interdisciplinary, free-thinking hybrid<sup>iii</sup> museum.



## Pillar 3:

We will re-think museum spaces and buildings to create compelling, immersive experiences which speak out to and invite in our active participants; we will engage the senses, trigger the imagination and stimulate creativity, delivering social, intellectual and emotional audience outcomes<sup>iv</sup>.





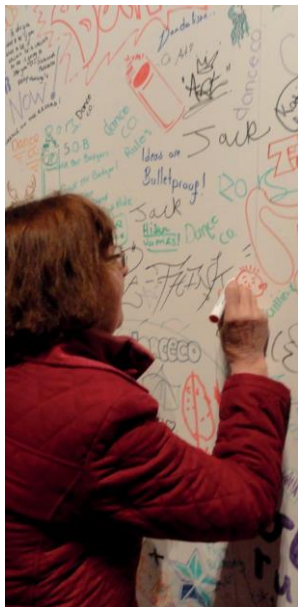
## Pillar 4:

We will create open learning environments, invite people to co-create, share ideas, knowledge, art and experiences with specialists and other active participants by encouraging and facilitating creativity, research, involvement and user generated content<sup>v</sup>. We will animate the school curricula. We will examine the past, debate the present and help shape the future.



## Pillar 5:

We will bridge the global and the local by acting as an inclusive, real and virtual community hub for locals and visitors. We will use Carlisle, Cumbria and our collections as our axis to invite participation<sup>vi</sup>. We will seek local, national, and global collaboration with institutions and individuals who want to think about everything, differently.



## Pillar 6:

We will create a vibrant and dynamic, hybrid organisation that is fuelled by passion and creativity. We will measure our success and have a self-critical attitude. We will set high professional and personal standards, creating a workplace which reflects our manifesto<sup>vii</sup>. And we will keep on creating tomorrow's museum with our active participants.

# REFERENCES

<sup>i</sup> Louise Govier defines co-creation as museum and gallery professionals working with our audiences (both existing and potential) to create something new together. The most ground breaking work on co-creation in practice is pioneered by Nina Simon at Santa Cruz Museum of Art & History (see <http://museumtwo.blogspot.dk> or The Participatory Museum (2010). Hannah Rudman describes co-creation as a '...mindset that allows for the exchange of creative energy between the museum and its public' (Getting In on the Act, The James Irvine Foundation, 2011). Co-creation takes us to the next level in the Spectrum of Audience Engagement and helps build, share and establish emotional connections (see [http://visitors.org.uk/wp-content/uploads/2015/04/VSG2015\\_Workshop\\_AndrewMcIntyre\\_Spectrum\\_of\\_audiences\\_engagement.pdf](http://visitors.org.uk/wp-content/uploads/2015/04/VSG2015_Workshop_AndrewMcIntyre_Spectrum_of_audiences_engagement.pdf))

<sup>ii</sup> The third place (or third space) was termed by Ray Oldenburg (The Great Good Place, 1989). He argues that we need social surroundings for community building, separate from the home (the first place), and the workplace (the second place). Third places are important for civil society, democracy, civic engagement, in establishing a sense of a sense of place.

<sup>iii</sup> A hybrid museum cuts across categories such as academic disciplines, time and place. An excellent example of this is Tullie House's Roman Frontier Gallery which tests conventions by comparing an ancient civilization with 21st century war zones. Hybrid museums stand in contrast to the traditional single-themed museum which focuses on objects from a particular place and time from the perspective of a particular discipline. Hybridity can also refer to breaking down barriers between functions and places. The gift shop may enter into the gallery space as museum objects can be seen in the museum café. The kind of hybrid museum we want to create does not reject traditional disciplines and disciplinary exhibitions. It supplements, challenges and transcends conventional thinking with interdisciplinary approaches. We believe that we thereby get a deeper understanding of disciplines and of the world. This hybrid thinking about disciplines, experiences, functions and media will create considerably more engaging exhibitions for our active participants.

<sup>iv</sup> Traditionally museums have focused on providing object based information or aesthetic experiences through art. In Morris Hargreaves McIntyre's Spectrum of Audience Engagement this is identified as 'Deliver' and 'Inform' which sees the museum as a 'storehouse of knowledge' and 'centre for learning' (See [http://visitors.org.uk/wp-content/uploads/2015/04/VSG2015\\_Workshop\\_AndrewMcIntyre\\_Spectrum\\_of\\_audiences\\_engagement.pdf](http://visitors.org.uk/wp-content/uploads/2015/04/VSG2015_Workshop_AndrewMcIntyre_Spectrum_of_audiences_engagement.pdf)). We acknowledge that we need these building blocks so that 'our expert knowledge is credible, authoritative and accurate' and so we can help 'explain the world' to our visitors but we also believe that museums should be about sharing stories, be places where debate and discussion are encouraged. We believe that museums should be a platform for ideas where people can co-create and feel empowered so that a sense of community is created. We believe that participation in cultural activity is fundamental to people's well-being and therefore should be accessible to all. We know that access to culture enhances people's self-esteem, their identity and their quality of life. Its inter-generational and inter-cultural outcomes build stronger more inclusive communities. We want to focus on these audiences to create active participants, we want to help people express powerful ideas, reflect on their culture and make it visible. We believe that this active inclusivity will contribute to the long-term sustainability of Tullie House.

<sup>v</sup> Gerald Celente says that 'Interactive, on-line learning is revolutionising education and is having as profound and as far-reaching an effect upon the world as the invention of printing. Not only will it affect where we learn; it also will influence how we learn and what we learn' (Gerald Celente, Trends 2000, 1997: 249). Inspirational learning is central to the work of Tullie House; it will underpin everything that the museum does. Its aim is to foster connections between our active participants and the objects within the museum's collections so that meaningful learning may result. Tullie House encourages everyone to experience, think, enjoy, question, understand and challenge.

<sup>vi</sup> The rapid pace of change in society means that many more people around the world now have the desire, the tools and the resources to turn their ideas and aspirations into reality. We will aim to harness this creativity with the museum's collections to create opportunities to develop innovative thinking and collaboration which will further our aim to build stronger communities.

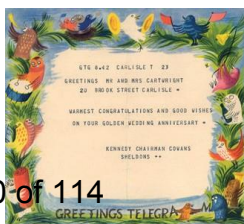
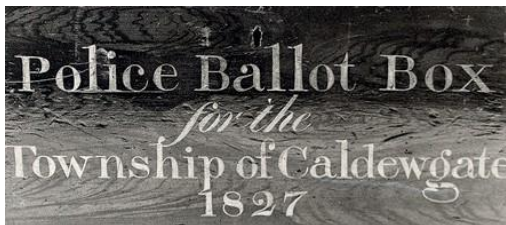
<sup>vii</sup> Just as the hybrid museum dissolves the boundaries between academic disciplines, so the hybrid organisation breaks down the silos between internal departments, integrates a team of employees, volunteers and outside experts and dismantles the wall between the institution and the user.

*“Museums change people’s lives. They enrich the lives of individuals, contribute to strong and resilient communities, and help create a fair and just society. Museums in turn are immensely enriched by the skills and creativity of their public.”*

Museums Change Lives, Museums Association, 2013







**APPENDIX B Proposed budget 2017/18 - 2019/20**

		Baseline Budget	Draft Budget		
		2016/17	Year 1 17/18	Year 2 18/19	Year 3 19/20
		£000's	£000's	£000's	£000's
<b>Income</b>	<b>Unrestricted Income</b>				
	Carlisle City Council (CCC) Grant	848	905	914	923
	CCC Central Services	87	14	14	14
	Generated Income	384	424	454	475
	Grants / Sponsorship / Donations	332	323	353	383
	Sub-total unrestricted income	<b>1,651</b>	<b>1,667</b>	<b>1,735</b>	<b>1,795</b>
	<b>Restricted Income</b>				
	Arts Council England (ACE) CMC Grant	156	158	150	150
	Exhibition Grants / Sponsorship	30	208	90	100
	Sub-total Restricted income	<b>186</b>	<b>366</b>	<b>240</b>	<b>250</b>
	Cumbria Biodiversity Data Centre (CBDC) Income	87	88	95	100
	<b>Total Income</b>	<b>1,924</b>	<b>2,121</b>	<b>2,070</b>	<b>2,145</b>
<b>Expenditure</b>	<b>Unrestricted Expenditure</b>				
	Core staff Salaries	812	825	850	865
	Utilities	151	149	155	162
	CCC Central Services	87	14	14	14
	Core expenditure	583	631	646	656
	Sub-total unrestricted expenditure	<b>1,633</b>	<b>1,619</b>	<b>1,665</b>	<b>1,697</b>
	<b>Restricted Expenditure</b>				
	ACE CMC Salaries	24	31	30	30
	ACE CMC revenue expenditure	132	127	120	120
	Exhibition grant / sponsorship related	30	208	90	100
	Sub-total restricted expenditure	<b>186</b>	<b>366</b>	<b>240</b>	<b>250</b>
	<b>CBDC Expenditure</b>				
	CBDC Salaries	86	87	89	91
	CBDC revenue expenditure	15	18	16	18
	CBDC revenue expenditure	<b>101</b>	<b>105</b>	<b>105</b>	<b>109</b>
	<b>Total Expenditure</b>	<b>1,920</b>	<b>2,090</b>	<b>2,010</b>	<b>2,056</b>
<b>Totals</b>	<b>Total Surplus before CBDC</b>	18	47	70	97
	Total CBDC Surplus / (Deficit)	-14	-17	-10	-9
	<b>Total Surplus</b>	<b>4</b>	<b>30</b>	<b>60</b>	<b>88</b>
<b>Reserves</b>	Café Reserve c/fwd	0	0	0	0
	Acquisition Reserve c/fwd	25	25	25	25
	CBDC Restricted & Designated Reserves c/fwd	122	105	95	86
	Other restricted Reserves c/fwd	114	106	106	106
	General Reserve c/fwd	315	362	432	529
	<b>Total Reserves</b>	<b>576</b>	<b>599</b>	<b>658</b>	<b>747</b>

Note: Reserves brought forward from 2015/16 were:

297,326 General Reserve  
50,000 Café Investment  
25,000 Acquisition Reserve  
14,112 Other Restricted Reserve  
136,161 CBDC  
**522,599 TOTAL**

## APPENDIX C

### Cumbria Museum Consortium – Activity Plan – 2015 to 2018

Over the next three years, the Cumbria Museum Consortium will creatively use its expansive and inspiring mix of internationally important collections to connect people to great culture and heritage.

#### Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries.

Aim and Activities The CMC aims to deliver ambitious programmes that aspire to national and international standards of excellence. The CMC will:	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
Train volunteers to raise collections management standards across Cumbria.	10 volunteers trained and up to 5 museums will be consulted (in year 1) and receive targeted support to improve collection management standards and maintain Accreditation (in years 2+3).	Q1-4	Q1-4	Q1-4	Collection and learning leads
DIGITAL Catalogue and digitise collections to create a regionally dispersed Cumbria collection on a bespoke collections website.	200,000 objects will be made available on-line by end of programme.	Q1-4	Q1-4	Q1-4	Collection and learning leads
Apply for designation for natural sciences collection in 2015 (TH) and the Windermere boat collection in 2016 (LA).	2 applications for Designation will be developed and submitted.	Q1-4	Q1-4		Helen W + Steve H
Undertake research on collections and programming.	3 collection research articles / papers will be developed and 3 papers / presentations will be disseminated annually.	Q1-4	Q1-4	Q1-4	Collection and learning leads
Create and deliver major exhibitions and programmes on Canaletto, Waterloo and Anselm Kiefer in 2015, Indian contemporary art and Carlisle at War in 2016; Roman Armour exhibition; open Windermere Jetty in 2016.	An increase of 2% new (first time) visitors will engage with exhibitions and related programmes; and visitor satisfaction levels will grow by 2%.	Q1-4	Q1-4	Q1-4	Monitored through ticket sales and Viewpoint reports*
Develop further international links with: the Imperial Decree Museum in Xuzhou China (Tullie House) American Universities (Wordsworth Trust) Exhibitions with contemporary artists such as Belgian Tinus Vermeersch (Lakeland Arts)	10 objects will be toured internationally and experienced by 50,000 visitors at international venues (TH). 250 student learning days will be delivered generating £20,000 (WT). 6 contemporary artists will exhibit work reaching 5000 visitors (all).	Q1-4	Q1-4	Q1-4	Monitored by Collection and learning leads / door counts
Delivery of Highlights Loans project (All).	Up to 5 museums in Cumbria will participate and attract 10,000 visitors.		Q1-4	Q1-4	Collection and learning leads

\*Baseline will be established 2015-16

## Goal 2: More people experience and are inspired by museums

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
<p>The CMC aims to increase the use and ownership of its museums, particularly by local audiences. The CMC will lead audience development across Cumbria's museums, sharing information and skills and stimulating new ideas through learning and other networks. The CMC will:</p> <p>Building on MHM reports, visitor research questionnaires will be streamlined to ensure CMC is collecting the same information, benchmarking, evaluating progress and sharing with staff to become more audience focused organisations.</p> <p>Carry out audience research in 2015-16 to establish a baseline to measure the success of interventions and inform programmes and services.</p> <p>Develop community and arts engagement with underrepresented groups (older people, dementia suffers and carers, people with disabilities and low socio-economic backgrounds and artists).</p> <p>Engage with a wide range of individuals and groups to ensure that more people experience and are inspired to visit museums (includes participation in large scale events and supporting national initiatives).</p> <p>Work with local partners / initiatives to attract more international visitors from American and Far East Markets.</p>	<p>4 standpoint questionnaires will be reviewed and streamlined by end Q1 of year 1.</p> <p>Commissioning Viewpoint analysis report will provide baselines to inform planning, development and evaluation of the CMC programme.</p> <p>TH will deliver 9 projects / year with 600 participation days. WT will deliver 12 projects / year with 2000 participation days. LA will deliver 6 projects / year with 460 participation days.</p> <p>The venues will attract a 5% increase of people that do not currently visit the museums, including local people from across Cumbria.</p> <p>CMC will increase international visits by 2% by 2017.</p>	<p>Q1</p> <p>Q4</p> <p>Q1-4</p> <p>Q1-4</p>	<p></p> <p>Q1-4</p> <p>Q1-4</p>	<p>Q1-4</p> <p>Q1-4</p> <p>Q1-4</p>	<p>JP; with Marketing leads</p> <p>JP data audit and feedback from CMC teams</p> <p>Monitored by Collection and learning leads</p> <p>Viewpoint* programme and postcode analysis</p> <p>Monitored through Viewpoint* and group bookings</p>

\*Baseline will be established 2015-16

### Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
<p>The CMC will employ a number of approaches to increase its resilience and sustainability, maximising its resources and impact through effective partnership working. The CMC aims to increase the understanding of the value of the museums sector for the economic and social development of Cumbria. The CMC will:</p>					
<p>Work with MDNW to identify retail and digital development opportunities with the Cumbria Museums Retail Working Group; trial joint procurement; monitor and evaluate savings.</p>	<p>Expand the CMRW G membership and develop 3 joint collection-related initiatives.</p>		Q1-4	Q1-4	Shop sales / income
<p>Support and share learning with Cumbrian Museum ecology including delivery of 6 training / support opportunities, providing 4 museum mentors, supporting 4 annual CMF meetings and managing CLNs.</p>	<p>25 CMF members will attend quarterly meetings; 100 participants / beneficiaries at events, leading to good quality Accreditation returns and successful funding applications from Cumbrian museums</p>	Q1-4	Q1-4	Q1-4	monitored through CMF, liaison with ACE and MDNW
<p>Increase self-generated income, via membership schemes, donations, courses, and improved facilities at CMC organisations.</p>	<p>Create a commercial development role and increase income by 20% from £60,397 to £72,476 by 2018 (TH). Agree CMC-wide benchmarks and develop targets for increased income generation (yr1) over three year period through diversification of income streams. LA benchmark is £150K WT benchmark is £200K</p>	Q1-4		Q4	Monitored by Fundraising leads
<p>Maintain and develop partnership with:</p> <ul style="list-style-type: none"> <li>• Cumbria Biodiversity Data Centre</li> <li>• World Heritage Sites on bid development</li> <li>• Regional and local authorities</li> </ul>	<p>Arts and heritage offer is articulated within WHS bid. Secure continued investment from Carlisle CC and SLDC and be recognised as strategic partners with councils.</p>	Q1-4	Q1-4	Q1-4	Monitored by Steering Group
<p>Implement environmental action plans and work with Julie's Bicycle to improve organisational sustainability.</p>	<p>TH – to recruit a Green Champion and introduce better energy consumption monitoring by end of 2017 LA - 10% reduction in CO2 to 2017-18 in existing facilities and introduce better energy consumption monitoring by 2016-17 (year 2). WT – ongoing monitoring of energy consumption to inform HLF capital development bid.</p>			Q1-4	Monitored by green champions

#### Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and highly skilled

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
<p>The CMC assumes a local, regional and national leadership role and aims to ensure high quality training opportunities are offered to individuals and support professional development for heritage workers.</p> <p>The CMC will demonstrate professional leadership and work to an effective governance framework.</p> <p>Maintain and develop partnership with:</p> <ul style="list-style-type: none"> <li>Manchester Partnership in delivery of MDNW</li> <li>Work with Curious Minds as Bridge organisation</li> <li>NWFED to share skills with regional museums</li> <li>take a strategic leadership role with regard to managing rural museums, and host a regional conference in conjunction with other rural MPMs</li> </ul> <p>Assess training needs via formal analysis</p> <p>Run annual graduate training programmes (WT)</p> <p>Employ apprentices, and support apprenticeships in Cumbria (TH &amp; LA)</p> <p>Host annual student and school placements</p> <p>Develop volunteer programmes at all venues</p> <p>DIGITAL - Undertake a digital audit and develop and implement a digital strategy</p> <p>Utilise Treasures of Cumbria to increase staff digital skills and digital literacy</p>	<p>CMC will hold monthly steering group meetings; Update and implement equality action plans; Monitor and manage risk</p> <p>Delivery model for Museum Development is recognised by beneficiaries and key stakeholders as good practice and good value TBD</p> <p>Delegates at events / conference learn something they can implement back at their museum</p> <p>Annual staff appraisals will produce CPD plans which are supported by managers.</p> <p>Participants have 100% success rate at securing employment / further education / training within 3 months of completing the programme. 100% of trainees and apprentices move into new roles/further training.</p> <p>Each organisation will host 6 placements TH will develop volunteer ambassadors LA will create a volunteer coordinator post WT will work with National Trust to develop shared volunteering opportunities.</p> <p>Appoint digital manager to produce a strategy in first year of the programme</p> <p>12 members of staff across CMC will gain and use new skills in other aspects of their work</p>	Q1-4	Q1-4	Q1-4	Minutes / reports to ACE
		Q1-4	Q1-4	Q1-4	Monitored by MDNW in annual report
		Q1-4	Q1-4	Q1-4 Q1-4	Event delegate feedback
		Q1-4	Q1-4	Q1-4	Monitored by CMC teams / managers
		Q1-4	Q1-4	Q1-4	Monitored by learning leads
		Q1-4	Q1-4	Q1-4	Monitored by learning leads
		Q1-4	Q1-4	Q1-4	Monitored by learning leads
		Q1-4			Monitored by CMC Steering Group
		Q1-4	Q1-4	Q1-4	Monitored by CMC Digital manager

## Goal 5: Every child and young person has the opportunity to experience the richness and inspiration of museums

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
The CMC will enhance the quality of provision for primary and secondary schools, YP and Families, through the delivery of a range of projects, including the use of digital technology to increase learning and engagement with museums.					
Create and deliver programmes that increase number and range of pupils engaging with the museums	The CMC organisations will grow schools engagement as follows: WT from 4000 (2014-15) to 5000 in first year of programme (and then establish targets for years 2+3) TH from 10,000 (2014-15) to 10,500 by the end of the programme LA – from 3000 to 10,200 – by the end of the programme	Q1-4	TBD	TBD	Monitored by learning leads
Increase programme of activity and participation for Young People	The number of YP visiting the venues and engaging with programmes (including Arts Award) will increase by 5% by end of the programme WT 150 Arts Award recipients TH 120 Arts Awards LA 120 Arts Awards	Q1-4	Q1-4	Q1-4	Monitored by learning leads and through Viewpoint*
Deliver family engagement activity and establish a coordinated approach to a Family Friendly offer for Cumbria	The CMC organisations see an increase of 5% of families visiting and the CNL will establish a family friendly network in Cumbria.	Q1-4	Q1-4	Q1-4	Monitored by learning leads and through Viewpoint* and ticketing systems
<b>DIGITAL</b> Create digital learning resources for teachers, schools and Young People	CMC will create and trial digital learning resources in the first year of the programme and monitor / review effectiveness and use of the resources throughout the programme.	Q1-4	Q1-4	Q1-4	Monitored by learning leads
The CLN will disseminate good practice for museum and gallery learning across Cumbria	The CLN will run 12 training and dissemination days each year of the programme.	Q1-4	Q1-4	Q1-4	Monitored by learning leads / CLN
The CMC will deliver the BRIDGE role for heritage Cumbria	TBD				

\*Baseline will be established 2015-16



## **Extract from the Partnership Funding Agreement & Carlisle City Council Performance Monitoring**

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

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

## **6. CONTENT OF BUSINESS PLANS**

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

- 6.5.7. the key performance indicators and other relevant targets against which MT will report in accordance with clause 9; and
- 6.5.8. such other information as Carlisle may reasonably require from time to time (which will be specified with reasonable advance notice).

#### *Carlisle City Council Performance Monitoring*

##### **Customer**

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

*Above two are annual measures with data compiled via a customer survey conducted with the assistance of Carlisle City Council plus use of ACE survey*

##### **Finance and Economic Benefits**

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

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

##### **Organisational development**

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

Risk register to be reported by major exception.

# Report to Community Overview and Scrutiny Panel

Agenda  
Item:  
**A.4**

Meeting Date: 24th November 2016  
Portfolio: Culture, Leisure and Heritage  
Key Decision: Not Applicable:  
Within Policy and  
Budget Framework NO  
Public / Private Public

Title: LEISURE CONTRACT RETENDER UPDATE  
Report of: The Deputy Chief Executive  
Report Number: SD.30/16

## Purpose / Summary:

This report provides an updated timetable for the retender of Carlisle City Council's Leisure Contract. Its appearance at the panel provides an opportunity for panel member's to seek further information on the process and the individual stages of the exercise.

## Recommendations:

The Community Overview and Scrutiny Panel are asked to review the revised timetable for the retender exercise and consider at which points they would like further updates as part of their planned work programme.

The panel are also asked to consider the timing and format of the annual performance report from the current leisure operator in light of the live retender exercise.

## Tracking

Executive:	
Overview and Scrutiny:	
Council:	

## 1. BACKGROUND

- 1.1** Carlisle City Council's existing leisure contract (held by Greenwich Leisure Ltd) expires at the end of November 2017.
- 1.2** In order to bring forward the benefit of savings from the current leisure subsidy and help facilitate investment in the council's leisure estate (in particular the replacement of the St James Street Pools), preparatory work on an early retender exercise commenced in early 2015.
- 1.3** A series of reports were brought to the Community Overview and Scrutiny Panel across 2014/15 and 2015/16 outlining the proposed process and the rationale for early retender and investment in the leisure estate. This culminated in preparatory work on the retender exercise being completed and the council being ready to go out to market in December 2015.
- 1.4** Storm Desmond hit in early December 2015, resulting in significant damage to the council's leisure estate, and the retender exercise being placed on hold.
- 1.5** Updates have been provided to the Community Overview and Scrutiny Panel since the floods. The most recent report (August 2016) reported to the panel that the council was now clear in its reinstatement plans and nearly ready to recommence the retender exercise. Officers committed to providing a further update to COSP once a clear and detailed timetable was in place.
- 1.6** The revised timetable is as follows:

Stage	Activity	Timeline
Phase 1	<b>Council issues outline requirements</b> Prepare and issue tender documents to include advert, information memorandum, PQQ (Pre-Qualification Questionnaire), ISOP (Invitation to Submit Outline Proposals) and evaluation criteria. Meetings and site visits for bidders organised.	November into December 2016
Phase 2	<b>Evaluation of outline proposals</b> Evaluation of PQQ and the ISOPs with evaluation report prepared identifying shortlisted bidders	January 2017
Phase 3	<b>Council invites detailed proposals from shortlisted bidders</b> Preparation of ISDP (Invitation to Submit Detailed Proposals) tender documents with final versions of contract documents to include the concession agreement, service specification and other schedules	February 2017

Phase 4	<b>Discussions with shortlisted bidders</b> Meetings with each bidder to discuss the council's requirements and the development of their submissions. Deal with bidder queries.	April 2017
Phase 5	<b>Submission of final detailed proposals</b>	May 2017
Phase 6	<b>Evaluation of detailed proposals</b> Undertaking detailed evaluation of the submissions including service, investment and financial proposals. Dealing with any bidder clarifications. Preparation of detailed evaluation report with preferred bidder recommendation.	May – June 2017
Phase 7	<b>Appoint Preferred Bidder</b> Prepare preferred bidder letter with outstanding issues to address. Prepare and issue letters to unsuccessful bidders and organise formal feedback.	June 2017
Phase 8	<b>Contract Award</b> Deal with any outstanding bid and/or contractual issues. Liaise with legal advisors to arrange signing of contract documents and issue voluntary contract award notice.	September 2017
Phase 9	<b>Completion and mobilisation</b> Mobilise the new contract including setting up contract monitoring arrangements	October – December

- 1.7** COSP members will note that the new timetable now brings us to the natural end of the existing contract and will not in effect be an early retender. The savings required from the leisure contract (in terms of the council's medium term financial plan) are not profiled in until 2018/19 so not enacting an early retender will not affect the MTFP.
- 1.8** In line with the recommendations above, COSP are asked to consider at which points they would like further updates as part of their ongoing work programme.
- 1.9** The COSP annual work programme also includes a review of the current leisure operator's annual performance. In previous years the incumbent has presented directly to the panel. In the context of a live tender exercise it may be preferable to receive a written report presented by Council Officers this year. It is also worth noting that GLL now operate their finances and performance monitoring on a calendar year cycle rather than a financial year cycle. This means the most complete and meaningful data is available early in each new calendar year.

## **2. PROPOSALS**

- 2.1 That, as part of their work programme, the COSP panel identify the points in the retender exercise as which they would like further updates
- 2.2 That the COSP Panel receive an annual performance report on the current leisure contract in February 2017 presented by Council Officers.

## **3. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

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

**Contact Officer: Darren Crossley**

**Ext: 7004**

**Appendices  
attached to report:**

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

- None

### **CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive's -**

**Deputy Chief Executive –**

**Economic Development –**

**Governance –**

**Local Environment –**

**Resources -**

# Report to Community Overview and Scrutiny Panel

Agenda  
Item:  
**A.5**

Meeting Date: 24 November 2016  
Portfolio: Communities Health and Well-being  
Key Decision: Yes: KD 28/16  
Within Policy and Budget Framework YES  
Public / Private Public

Title: HOUSING ASSISTANCE POLICY 2017  
Report of: Corporate Director of Governance and Regulatory Services  
Report Number: GD.68/16

## Purpose / Summary:

Following a significant increase in the City Council's Disabled Facilities Grant (DFG) funding (to help disabled, elderly and vulnerable people to live independently) it is recommended that the City Council introduces additional discretion into its Housing Renewal Assistance Policy by broadening the scope of work that can be covered under a DFG and by using specific DFG funding for wider purposes. The City Council is able to introduce such flexibility using freedoms given to it following the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 and recent Technical Guidance issued with the Better Care Fund. Further background information is included in a Briefing Paper (Appendix 2) and a revised Policy for Housing Renewal Assistance 2017 is provided in Appendix 1. The revised Policy confirms the position regarding Mandatory Disabled Facilities Grants.

## Recommendations:

It is recommended that Community Overview and Scrutiny:

- Consider and comment upon a revised Housing Renewal Assistance Policy 2017 (Appendix.1.)
- Refer the said Policy to the Executive for approval in accordance with the Council's Budget and Policy Framework.

## Tracking

Executive:	21:11:2016 and 19:12:2016
Overview and Scrutiny:	<b>24.11.2016</b>
Council:	10:01:2017

## 1. BACKGROUND

- 1.1 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) placed a duty on local authorities to publish a housing assistance policy for the private sector. The Housing Renewal Assistance Policy was first adopted by Carlisle City Council on 9th September 2003. The Policy has been amended since its adoption to allow actions to be taken by officers relating to the private housing sector, most recently in 2013. The Council decision on the 2013 Policy (CD 42/13) delegated responsibility for the use of funds and the granting of grants and loans outlined in the Policy to the Director.

## 2. ADDITIONAL HOUSING ASSISTANCE

- 2.1 Under the proposed Housing Renewal Assistance Policy (Appendix.1.), Mandatory Disabled Facilities Grants will continue to be available.
- 2.2 It is recommended that the City Council uses its discretionary powers under the Regulatory Reform Order to broaden the scope of DFG's and allow specific DFG funding to be used for grants to assist the elderly, disabled or other vulnerable groups to live independently and to improve their living conditions and well-being. Specifically minor works that support ill health prevention, promote independence and delay transfer into care.
- 2.3 Any discretionary grants and loans that the Council proposes to offer are dependent on the availability of resources.
- 2.4 The provision of discretionary assistance shall only be provided as long as additional levels of grant funding remain available. It is recommended that the Council allocate £400,000 from the DFG capital funding for discretionary grants other than mandatory DFGs. Any underspend from **the DFG allocation should be carried forward into subsequent years (subject to Council approval)**.
- 2.5 It is proposed that Carlisle City Council's Home Improvement Agency (HIA), Homelife Carlisle, would administer the discretionary fund. It is recommended that the current agency fee levied across administering measures and grants within the HIA be increased from 12.5% to 15% and that minor measures be charged according to the 2017 /18 fees and charges as appropriate. The 15% fee better reflects the actual costs to the HIA and has been benchmarked across other HIA fees.



- 2.6 If full use is made of £400,000 discretionary fund this could potentially generate up to £60,000 towards the cost of the HIA although £30,000 is considered to be a more realistic income.
- 2.7 It is recommended that for the additional discretionary grants the eligibility criteria is less onerous to encourage applications for the fund, thereby securing improvements in wellbeing and living conditions, and lessening the administrative burden on the HIA to administer the schemes.

### **3 PROPOSED CHANGES TO DISABLED FACILITIES GRANTS**

- 3.1 Sections 1 to 1.8 in Appendix.1 detail the Housing Renewal Assistance for mandatory DFGs. The 2013 Housing Renewal Assistance Policy has been revised to account for DFGs to registered housing providers other than Riverside. Proposals are also included to top up the maximum DFG grant of £30,000 for specified circumstances and introduce an option for assistance with re location as an alternative to adapting an existing property. Most mandatory DFGs are referred through the Social Services Occupational Therapists, to take pressure off these services and attempt to speed up the application process the City Council may use its right to take referrals from private Occupational Therapists or other health specialists where appropriate.

### **4 OTHER HOUSING ASSISTANCE**

- 4.1 Section 2 onwards in Appendix 1 details proposed discretionary schemes to assist the elderly, disabled or other vulnerable groups to live independently and to improve their living conditions and well-being. Minor Work and Safe and Warm grant schemes are proposed to support ill health and accident prevention, promote independent living and delay the transfer into care.
- 4.2 The discretionary grants within the policy are subject to available funding and can be withdrawn with immediate effect for applications not yet approved. The Mandatory DFG process will not be disadvantaged by the discretionary grant process.

### **5 PROPOSALS**

- 5.1. To consider and approve a revised Housing Renewal Assistance Policy 2017 (Appendix 1) and refer the said Policy to Executive for approval in accordance with the Council's Budget and Policy Framework.

### **6 CONSULTATION**

- 6.1. In response to the Local Government Ombudsman Report, *Making House a Home: Local authorities and Disabled Adaptations 2016* a number of changes to the

Council's DFG policy were considered. This included benchmarking and investigating other local housing authority's Housing Assistance policies; consultation with Foundations (the national governing body of home improvement agencies) and also proposals suggested by the Cumbria Housing Group.

- 6.2 The City Council will be consulting directly with the County Council on its revised Housing Renewal Assistance Policy 2017 and will also consult through the Healthy City Steering Group.

## **7 CONCLUSION AND REASONS FOR RECOMMENDATIONS**

- 7.1. The revised housing renewal assistance policy will assist in ensuring that best use is made of the increased level of DFG capital funding whilst making use of existing capacity and expertise within the Housing and Pollution and Homelife teams.
- 7.2 The introduction of such flexibility into the process is being promoted as good practice nationally and in line with government and local policies.

## **8. CONTRIBUTION TO CORPORATE AIMS**

- 8.1 The proposals will help support the Carlisle Plan priority to: 'Address current and future housing needs to protect and improve residents' quality of life'.

**Contact Officer:** Scott Burns, Environmental Health and Housing Manager  
**Ext: 7328**

### **Appendices attached to report:**

**Appendix 1** Housing Renewal Assistance Policy Documents 2017

**Appendix 2** Better Care Funding and Proposed Changes to Housing Assistance Policy

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

- None

## **CORPORATE IMPLICATIONS/RISKS:**

### **Governance**

**Chief Executive's -**

**Deputy Chief Executive –**

**Economic Development –**

**Governance –**

**Local Environment –**

**Resources –**

# **HOUSING RENEWAL ASSISTANCE**

## **POLICY DOCUMENT**

### **2017**

## **Introduction**

The Regulatory Reform (Housing Assistance)(England and Wales) Order 2002 equipped local authorities with a wide ranging power to provide assistance for housing renewal based on the principle that repairs are fundamentally the responsibility of the property owner, but grant assistance should be given in particular circumstances.

Poor quality housing can have an adverse effect on the health and well being of the occupants and the presence of long term empty properties can be a blight on the neighbourhood.

The Council recognises that assistance cannot be made available to all residents. Mandatory Disabled Facilities Grants will continue to be offered to applicants who meet the eligibility criteria.

This policy makes use of the powers provided under The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 to broaden the scope of Disabled Facilities Grants and also to offer alternative forms of grants for disabled, elderly and other vulnerable residents in Carlisle and District.

Through the Council's Home Improvement Agency, Homelife Carlisle, additional discretionary assistance may be provided to the disabled, elderly and other vulnerable people. All forms of discretionary assistance beyond the Mandatory Disabled Facilities Grant Capital funding are dependent on the availability of external funding.

This policy will remain in force until such time as it is reviewed and amended. It is intended to review this new policy within 18 months so that demand for the revised assistance can be assessed and the policy amended accordingly to account for this and any further funding changes.

Mandatory DFG applicants will not be disadvantaged by discretionary grants.

## **Types of Assistance Available**

### **1.0 Disabled Facilities Grants**

The provisions governing mandatory Disabled Facilities Grant (DFG) are contained in the Housing Grants, Construction and Regeneration Act 1996 (the 1996 Act), as amended by the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002. The Order extended mandatory DFG eligibility to those occupying park homes and houseboats.

Provided they meet the defined criteria, all owner-occupiers and tenants, licensees or occupiers are eligible for DFG. Private Sector landlords and Register Providers (RP) may also apply for a DFG on behalf of a disabled tenant but the tenant must also satisfy the relevant requirements under the same means testing arrangements.

### 1.1. DFG for Registered Providers

Registered Provider tenants are eligible to apply for DFG and are assessed for needs on the same basis as private owners and tenants and Riverside (Carlisle) pay for DFG adaptations to their own properties where the cost of the works does not exceed £7,000. Where works exceed the £7,000 limit, Riverside will refer the application to the Council, who will then process the tenants adaptation through the DFG route. On completion of a DFG in a Riverside property the Council will recover £7000 from Riverside.

All Registered providers operating in the area, will be asked to make a contribution if a tenant makes an application for a DFG. The receipt of any contribution entirely depends on the providers financial position to make any contributions to an adaptation at the point of application.

### 1.2. Discretionary Payments

A discretionary payment can be made by the Council, under this policy in the following circumstances:

1. The grant maximum of £30,000 has been reached and unforeseen works have arisen onsite, which would not have been known at the time the grant was approved. i.e. Drainage, foundations works, requested changes by the Building Control Department.

The maximum grant for unforeseen works will be set at **£5,000**.

2. A change in the applicants circumstances has arisen between the grant being approved and the works being completed, making it unreasonable to expect a contribution from the applicant. i.e. a relationship breakdown or death or a joint applicant.

The maximum discretionary grant for unforeseen contributions is **£5,000**

3. In cases where the grant maximum of £30,000 is met at approval stage, the Council will have the discretion to approve an additional **£10,000** of grant funding toward the cost of the building works. In each case the additional £10,000 of grant funding will be means tested and this will be applied equally across adult and child cases. The additional £10,000 top up grant will be registered as a local land charge and will be repayable within a 10 year period should the property be sold.

The total maximum discretionary top up grant will be **£10,000** across all element of discretionary funding.

### 1.3. Assistance with Reallocation as an Alternative to Adaptations

In a few exceptional cases where an adaptation is not an appropriate option, the Council may as an alternative and in agreement with the client, assist with a Property

Relocation Grant. The applicant would be subject to the same prescribed test of resources used for a DFG application and the maximum grant available would be **£30,000**.

The relevant costs to be treated as eligible within this discretionary grant would be reasonable legal, estate agents fees, removal costs, necessary utility and service set up costs, and minor adaptations to make the property suitable. This would be applied in owner occupier and private tenant cases.

Financial assistance towards the purchase of a property may also be considered for owner occupiers, but only where there would be no financial gain in the sale of the old property moving to the new property, equally the move to a new property must not place the applicant in negative equity.

In all cases the property to which the applicant moves must be compliant with the decent homes standard, when the current home cannot be suitably adapted.

An individual who receives relocation assistance shall not be entitled to claim similar assistance for a period of 10 years. Receiving this grant does not prevent applicants applying and potentially receiving grants and assistance from other schemes in this policy.

#### **1.4. DFG placed as recoverable land charges**

It is the Council's policy to place a Land Charge on every property which is subject to a Disabled Facilities Grant. If such a property is sold within a 10 year period, starting on the date of completion of the work, the Council will use its discretion to reclaim the funding that exceeds £5,000, but may not require a repayment exceeding £10,000. In applying its discretion, the following criteria will be considered:

- The extent to which the recipient would suffer financial hardship if the grant were reclaimed
- Whether the disposal of the property was to enable the recipient to take up employment, or change the location of their employment
- Whether the disposal of the property is made for reasons of the recipient's mental or physical health or well being
- Whether the disposal is made to enable the recipient to live with, or near, any person who will provide care for the recipient by reason of their disability

Any decision on repayment will be made by the Director of Governance and Regulatory Services in consultation with the appropriate Portfolio Holder.

#### **1.5. DFG for Recycled equipment**

In ensuring that the funding available for Disabled Facility Grants can benefit the maximum number of recipients, a scheme of re-commissioning key equipment such as ramps, stair lifts etc. will be applied.

A Total Stair lift Management Model is to be introduced from April 2017, the scheme will operated through the County Council equipment store, to recycle and reuse stair lifts across Cumbria. The scheme will be modelled on a lease type agreement with a procured provider. Stair lifts applicants will no longer be means tested and all applicants will be required to agree to the stair lift being owned, managed and maintained by the

procured company. Once the stair lift is no longer required then it will be removed by the procured contractor, at no charge to the household.

### **1.6. Priority Points System for allocation of DFG's**

In the event that resources become limited in the future or demand increases significantly, the Council will allocate DFG funding based on a priority points system. Applicants may be placed on a waiting list prior to being invited to make a formal application. Where this occurs the applicant will be advised that they have been placed on a waiting list and will receive an update every 3 months as to the projected timescale for their application to be invited. Each applicant will be invited to make an application in date order. However, priority will be given to urgent applications as determined by both the Council and the Occupational Therapist.

### **1.7. Fees for professional services connected to DFG's.**

The Council will charge professional fees for providing services to applicants which are subject to a DFG. The fees charges are fixed charges determined annually. Clients have the option to opt out of this service and complete and submit their own application, without the assistance of the Council Officers.

### **1.8. Commissioning Independent Assessment of Need**

The Housing Grants, Construction and Regeneration Act 1996 makes no reference to assessment of need for an adaptation, it only places a duty on housing authorities who are not themselves a social services authority to consult the social services authority on the judgement of whether the works are necessary and appropriate to meet the needs of the disabled occupant (Section 24). In *Disabled Facilities Grant Programme: The Government's proposals to improve programme delivery*, 2007, the Department for Communities and Local Government made it clear that an occupational therapy assessment is not a legislative requirement.

In certain cases the Council will accept referrals from Private Occupational Therapists or other health specialists including trusted assessors who are engaged by the applicant to advise on what works are required to meet there individual needs. The costs of these professional assessments would be recoverable under the grant.

Whilst many requests for a DFG come to the Council via a Social Services assessment, applicants also have the right to make applications to the Council directly. In addition, referrals for DFG applications may come from other organisations, including health professionals, voluntary sector organisations and different Council departments. Where applications do not come via a Social Services assessment the Council shall proceed with the DFG application in the normal way and help the client complete the necessary application. The Council has a legal duty to determine the application within 6 months of receipt. As part of the consideration process, the Council has a duty to consult with Social Services department to ensure that the works being requested are necessary and appropriate. Where the Social Services department are unable to provide feedback to that consultation request within a reasonable timescale, the Council reserves the right to employ a private Occupational Therapist or other health professional to provide the necessary assessment.



For example, this may include a medical health professional's assessment that confirms, an individual is particularly at risk from excess cold due to a pre-existing medical condition. A DFG could be provided to improve any existing heating system or where there is no heating system, provide a system to meet their needs.

This policy does not include the costs of an Occupational Therapist acting on behalf of the social services authority in the discharge of their responsibilities under section 24(3)(a) of the 1996 Act (or any other enactment).

## **2.0 Discretionary Assistance**

Discretionary assistance will be made available under this policy, under the conditions and scheme criteria outlined, however in all cases the works or assistance being provided must meet the following objectives in order to satisfy the budgetary framework and policy arrangements of the Better Care Fund.

- Increased independence, safety and minimising the effects of disability
- Enabling the carer to continue care.
- Prevention of admission to more institutionalised care

### **2.1 Renovation Grants**

It is recommended that, subject to sufficient levels of external grant funding been made available, that the Council introduces additional discretion into its DFG Policy by broadening the scope of work that can be covered under a DFG.

Subject to the availability of funding, the Council reserves the right to use its discretion under the Regulatory Reform Order to pay for works under a DFG that may otherwise not be eligible for assistance. Typically these works could include the cost of undertaking repairs to a property to enable a DFG to proceed. These could include:

- a) Structural repairs
- b) Undertaking works to resolve category one hazards within a property, such as remedial works to tackle damp or excess cold.
- c) Undertaking electrical repairs to a home where a new level floor shower or chair lift is being provided.
- d) Undertaking measures to improve the safety and security of eligible households such as windows and door locks, fixing loose flooring, undertaking repairs to pathways and the removal of trip hazards.

Such discretionary assistance shall only be awarded to households eligible for a DFG. In addition, the Council has placed some additional restrictions and rules regarding eligibility for such discretionary assistance.

The availability of all discretionary grant assistance is subject to the Council's annual budget setting procedure and the availability of sufficient levels of external funding. All such payments are at the Council's discretion and will be removed once available funds are exhausted.

## **2.1. Minor Measures Grants**

Certain minor, smaller measures are often required to support ill health prevention, promote independence and assist with delaying the need to go into care.

### **Who can apply?**

A person is eligible to apply for a minor measures grant if they:

- Own their own home as a freeholder or leaseholder (with at least 5 years left to run) or live with an owner occupier.
- Have a license to occupy a park home AND
- Live in the local authority area of Carlisle City Council

AND

- Are in receipt of (or in the process of claiming) a disability benefit such as:
  - ~ Personal Independence Payment
  - ~ Attendance allowance
  - ~ Employment Support Allowance
  - ~ (For hospital discharge cases only) been in receipt of statutory sick pay for at least 1 month

AND

- Be in receipt of a means-tested benefit OR have a gross annual household income of less than £25,000.

OR

- For the prevention of delayed hospital discharge cases / be over 55 years of age

### **What works are eligible?**

The following measures are eligible for a grant:

- Key-safes
- Deep-cleans of properties (subject to availability of suitable contractors)
- Internal and External rails; grab rails
- Small ramps and thresholds

### **Amount of Assistance**

The maximum grant available is £500. The grant may include the cost of eligible works plus any HIA agency fee as set annually in the charging report.

The grant is limited to 2 applications per year and £1000 in a rolling 3 year period

### **What conditions are attached to the grant?**

The application must be made on the approved referral form or other format agreed by the Council.

Prior to works being carried out, one quotation from a bona fide contractor or other appropriate service provider shall be submitted for the cost of the eligible approved works.

No works shall be carried out without formal grant approval and no retrospective applications will be considered. Minor measures eligible for other statutory funding will not be considered.

### **How do I make a completed application?**

The following paperwork will be required in order to make a completed application:

- Application form/referral form
- One quotation from a contractor approved by the City Council's HIA for the cost of the eligible works demonstrating 'best value'
- Where necessary and in complex cases a specification of eligible works.
- A recommendation for the equipment from a health professional, Occupational Therapist or Trusted Assessor may be requested.

Once all the above paperwork is received or obtained by the City Council's HIA to their satisfaction, then the application will be considered complete.

Once an application is considered complete, the City Council's HIA will in eligible cases approve a grant in accordance with any agreed response time

The grant will only be paid upon the successful completion of the works to the satisfaction of the City Council's HIA and upon receipt of suitable invoice(s).

Grant monies will only normally be paid directly to the contractor who performed the eligible works. Any works over the grant of £500 may in certain circumstances as agreed by the City Council's HIA be paid by the applicant.

## **2.2. Safe and Warm Grant**

### **What help is available?**

The Safe and Secure Grant is designed to enable low income home owners to quickly access financial assistance to carry out a wide range of minor adaptations and small repairs to reduce risks and accidents around the home, promote independent living and assist with hospital discharge or prevent hospital admission.

This is a discretionary grant and therefore such assistance only remains available while funds permit. Funding maybe withdrawn with immediate effect for grants yet to be approved.

### **Who can apply for a Safe and Warm Grant?**

A person is eligible to apply for a Safe and Secure Grant if they:

- own their own home as a freeholder or leaseholder (with at least 5 years left to run), or
- have a license to occupy a park home on a licensed site, and
- live in the local authority area of Carlisle City Council.

The applicant must be 50 years of age or over OR be considered disabled by being in receipt of a disability benefit on the date of a completed application or on one of the following benefits:

- Pension Credit (both Savings and Guarantee)
- Income Support
- Income based Job Seekers Allowance
- Income based Employment and Support Allowance
- Council Tax Reduction formerly known as Council Tax Benefit
- Local Housing Allowance
- Working Tax Credit with a maximum income of £25,000 per annum as assessed by HMRC for that award
- Child Tax Credit with a maximum income of £25,000 per annum as assessed by HMRC for that award
- Universal Credit

### **What works are eligible?**

At the Carlisle City Council's HIA discretion, a grant will be considered for the reasonable cost of the work necessary to:

- carry out minor works to enable independent living
- reduce hazards or risks that are likely to cause serious harm or injury
- carry out a range of works to enable hospital discharge or prevent hospital admission
- examples of eligible works may include:
  - private water supply, drainage and heating issues
  - energy efficiency measures such as cavity wall and loft insulation
  - Draught-proofing including glazing repairs
  - electrical and gas safety
  - safety and security repairs
  - adaptations not eligible for statutory funding from other agencies
  - Deep cleans
  - Top- up to Foundations Independent Living Trust (FILT) grants in certain circumstances

### **Amount of Assistance**

The minimum grant is £250.00, the maximum grant is £7,500. The grant may include the cost of the eligible works plus any agency fee which is normally 15% of the net cost of the works or charges for specific works as set annually

The grant is limited to one application a year and limited to a total of £10,000 in any 'rolling' 3 year period.

### **What conditions are attached to the grant?**

The application must be made on the approved referral form or other format agreed by the Council

Prior to works being carried out, one quotation from a bona fide contractor or other appropriate service provider shall be submitted for the cost of the eligible approved works.

No works shall be carried out without formal grant approval and no retrospective applications will be considered.

### **How do I make a completed application?**

The following paperwork will be required in order to make a completed application:

- Application form/referral form
- One quotation for the cost of the eligible works demonstrating 'best value'
- Where necessary and in complex cases a specification of eligible works

Once all the above paperwork is received or obtained by the City Council to their satisfaction, then the application will be considered complete.

Once an application is considered complete, the City Council's HIA will in eligible cases approve a grant in accordance with any agreed response time

The grant will only be paid upon the successful completion of the works to the satisfaction of the City Council's HIA and upon receipt of suitable invoice(s).

Grant monies will only normally be paid directly to the contractor who performed the eligible works.

Any works over £5,000 will be registered as a local land charge.

## **3. 0 Other Housing Assistance**

The following types of grant assistance may also be available, depending on the availability of external funding:

### **3. 1 Empty Property Grants**

Grants may be available to assist empty home owners to bring there properties back into use. Properties must have been empty for longer than 6 months and registered as empty with Council Tax. The grant would be available to cover the cost of works associated with ensuring the property meets the standards under the Housing Act 2004 and is free from Category 1 hazards.

The terms of the grant would also mean the landlord would be required to let the property out within 12 weeks of completion of the works and the rate of rent must be set at the applicable Local Housing allowance Rate for 12 months. Repayment of the grant will be required if these conditions are contravened.

### **3.2 Conditions attached to empty property grants**

All grants which have been paid will be registered as a Local Land Charge. Immediate repayment of grant will be required if grant conditions are not met. The Council may recover the debt by Enforced Sale proceedings.

## **General**

This policy or any part of it can be withdrawn with immediate effect for individual applications yet to be approved. In such cases applicants will remain eligible for the existing national mandatory Disabled Facilities Grant.

Complaints regarding housing renewal assistance should be made through Carlisle City Council's formal complaints scheme.

**BETTER CARE FUNDING AND PROPOSED CHANGES TO  
HOUSING ASSISTANCE POLICY**

Briefing Paper

November 2016

**Carlisle City Council**

## 1. INTRODUCTION

- 1.1 On 25 February the Department of Health wrote to all Directors of Social Services to confirm levels of Disabled Facilities Grant funding to be allocated to Local Housing Authorities within their overall Better Care Fund (BCF) for the financial year 2016/17.
- 1.2 The City Council's allocation for 2016 /2017 from this fund is £1.467,316M.
- 1.3 The Government has made a national commitment to increase levels of capital funding to help Local Authorities enable disabled and elderly and vulnerable people to live independently. At the national level £394M has been allocated for this purpose as compared to £220M in the previous year. As part of that commitment Authorities are being given additional flexibilities as to how that money can be spent, with an expectation that funds shall be used strategically to meet local health, social care and housing priorities. The Health and Well-being Board (HWB) is responsible for the strategic direction of the BCF and for scrutinising the overall use of resources within the BCF.
- 1.4 In addition the extra funding has been released by Government in tandem with the Local Government Ombudsman's (LGO) Report, *Making a House a Home: Local Authorities and Disabled Adaptations 2016*. That report sets out a range of national issues associated with the poor delivery of DFGs by many Councils' such as long waiting times for assistance. Extra funds are being provided to help address these issues and speed up process.
- 1.5. In response to the LGO report and the additional funds awarded a number of changes to the Council's DFG policy are being considered. The Cumbria Housing Group proposals with regards to DFGs and other local authorities schemes have been considered and researched. Going forward, depending on the level of grant awarded and capacity, the Council may decide to use its flexibility further.
- 1.6. This appendix will focus on options with regard to housing assistance other than mandatory DFG's. DFGs remain a mandatory grant and therefore should take precedence over other forms of housing assistance. The government recognises that the additional funding provides flexibilities for Local Authorities as to how the funding can be used to meet a range of joint priorities for housing, social care and health providers.
- 1.7 It is anticipated that the amount of DFG funding will continue to increase until 2019/2010. Based on the current spending levels it is proposed that **£400,000** is allocated annually for forms of housing assistance other than mandatory DFG's. It is also proposed that any underspend from the capital expenditure code 90062 / 9041 is carried forward into subsequent years to ensure that the grants are allocated to improving conditions within the residential sector.



Subject to Carlisle City Council approval, it is proposed that the City Council's Home Improvement Agency (H.I.A.) Homelife Carlisle would administer the discretionary capital works. The HIA has had experience of administering minor works and other grants. In 2016 the HIA won a national award for Foundations Independent Living Trust delivery partner of the year for their works in delivering various Foundations Independent Living Trust (FILT) charity grants.

- 1.8 The HIA currently has two staff involved in administering grants– currently HIA caseworker and HIA Team Leader. Capacity of the staff to deliver grants will need to be regularly assessed and the Policy has been drafted to allow the control of discretionary applications.
- 1.9. In order to ensure that the agency has sufficient resources to undertake this work It is also recommended that the current fee levied against the cost of managing works is increased from 12.5% to 15%. This increase should generate funds needed to better recover costs. If full use is made of £400,000 this would potentially generate up to £60,000 towards the costs of the HIA although a realistic figure is considered to be £30,000.

## **2. BACKGROUND**

- 2.1 Carlisle faces the challenge of demographic change. The number of people aged 65+ is projected to increase by 36% between 2014 and 2030.
- 2.2 The present government's ethos has also shifted towards a policy of less state subsidy and encouraging individual and community responsibility. The emphasis is on home ownership with no new funding for general needs affordable rented homes.
- 2.3 Another challenge is that many of the third sector agencies that assist households who are struggling in private sector housing in the current economic climate, have faced a decrease in their resources which puts increased demands on statutory services at a time when the local authority is also facing meeting increased demand with reduced resources. It is important therefore that any opportunities to access grants, either from government or from external sources such as Foundations Independent Living Trust (F.I.L.T.) via the HIA are utilised to their full potential.
- 2.4. The Regulatory Reform (Housing Assistance) (England and Wales) Order (RRO) 2002 repealed previous prescriptive legislation and brought in a regime that allowed local authorities to introduce more wide ranging powers to provide assistance for housing renewal. The Office of the Deputy Prime Minister Circular 05/2003 explained more fully the purpose and content of the RRO. The RRO 2002 was seen as part of the Government's strategy to tackle

poverty and social exclusion and it set a national priority to provide the opportunity of a decent home for all.

- 2.5. In Carlisle, compared with social housing, private sector housing tenure whilst increasing in recent years has a significantly greater proportion of non-decent dwellings (Housing Need and Demand Study 2011). Delivery of suitable housing that meets the needs of all in the community, including allowing independent living by elderly, is important for the promotion of health and wellbeing throughout life

### **3.0 Disabled Facilities Grants**

- 3.1 The provisions governing mandatory Disabled Facilities Grants (DFGs) are contained in the Housing Grants, Construction and Regeneration Act 1996. DFG's are made in accordance with regulations made under section 11 of the Local Government Act 2003. In 2008 DCLG made changes and raised the maximum grant from £25,000 to £30,000. The Government has recognised the value of people remaining as independent for as long as possible in their homes and have increased the DFG funding. The Government recognises that this additional funding provides flexibilities for Local Authorities to think more strategically in terms of how these funds can be used to meet a range of joint priorities for housing, social care and health providers.
- 3.2 Funding is provided from Government to meet the cost of DFGs. These funds are included within the Better Care Fund administered by Cumbria County Council on behalf of the Health and Well Being Board. This Better Care Fund is used by health and social care to commission a range of joint preventative initiatives. The Department of Health and the Department for Communities and Local Government issued the 2016 /2017 Better Care Fund Policy Framework to confirm the allocation of the DFG funds to the City Council and the need for the City Council as a Housing Authority to agree a joined up approach to improving outcomes across health, social care and housing.
- 3.3 Government guidance *Frequently asked Questions: Better Care Fund 2016-17 planning template* (16.3.16) has specifically stated that the DFG grant can be used for minor adaptations and works as long as they support prevention, promote independence and delayed transfers of care.

## **4. The provision of Discretionary Assistance**

- 4.1 It is being recommended that, subject to sufficient levels of external grant funding been made available from Government, that the Council introduces discretion into its Housing Renewal Assistance Policy by broadening the scope of work that can be covered under a DFG.

- 4.2. The introduction of such flexibility into the process is very much being promoted as good practice nationally via Foundations, the national governing body for Home Improvement Agencies. In 2008-9 the government extended the scope of the RRO to include the use of the DFG money. This enables the Housing Authority to use specific DFG funding for wider purposes. (Disabled Facilities Grant – The Package of changed to Modernise the Programme). The City Council is able to introduce such a level of flexibility using freedoms given to it following the Regulatory Reform Order.
- 4.3. Certain additional requirements are recommended within the policy regarding the payment of such awards, for example in relation to private tenants it is a requirement that a landlord must be prepared to fund 50% of the cost of any works carried out over and above the statutory minimum.

## **5. Regulatory Reform Order**

- 5.1. The powers provided under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 are able to offer an alternative to the national mandatory Disabled Facilities Grant (DFG) scheme for Carlisle residents – particularly vulnerable, disabled and older people.
- 5.2. These powers enable local housing authorities to offer their own, locally tailored financial assistance. The assistance must provide at least the same level of assistance as that offered by the existing Mandatory DFG, but crucially the assistance available under this policy enables the provision of more flexible, wide ranging financial assistance, to better meet the needs and target resources to the most vulnerable people.
- 5.3. The expectation is that the powers under the RRO will be used and as the DFG monies are now within the Better Care Fund so other health priorities such as speeding up hospital discharge and the health prevention agenda can be taken into account with regard to how DFG is used. However the scope of the order is very wide and it allows the Council to decide whether it provides grants, loans, advice for the purposes of repairing, improving, extending or adapting accommodation. DFG funding can be used for revenue or capital works.
- 5.4. The RRO allows for local authorities through its Housing Renewal Assistance Policy to support residents with home repairs and energy efficiency measures as part of the DFG grant. The stipulation is that the Policy should be laid out within a private sector housing policy and that mandatory applicants are not disadvantaged by the policy. Furthermore as local authorities have this discretion they cannot have a blanket policy that says they will never use it

and they must have a mechanism for considering exceptions so as not to fetter their discretion.

The Housing Renewal Assistance Policy Document 2017 has been revised in light of the additional guidance.

# Report to Community Overview and Scrutiny Panel

Agenda  
Item:  
**A.7**

Meeting Date: 24 November 2016  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework YES  
Public / Private Public

Title: 2<sup>nd</sup> QUARTER PERFORMANCE REPORT 2016/17  
Report of: Policy and Communications Manager  
Report Number: PC 23/16

## **Purpose / Summary:**

This report contains the 2<sup>nd</sup> quarter performance against the current service standards and a summary of the Carlisle Plan actions 2015-18.

Details of the service standard are in the table in Section 1. The table illustrates the cumulative year to date figure, a month-by-month breakdown of performance and, where possible, an actual service standard baseline that has been established either locally or nationally. Only the service standard relevant to this Panel is included in this report.

The updates against the actions in the Carlisle Plan follow on from the service standard information in Section 2. As many of the key actions contained within the outgoing Carlisle Plan have been completed, actions and projects have recently been refreshed in the 2015-18 Carlisle Plan. Work is continuing on the future report content and the best way of presenting this information to future panels. The views of the Panel are welcomed as part of this process.

## **Recommendations:**

1. 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.
2. Consider future report content with a view to showing progress in delivering the Carlisle Plan and associated City Council performance.

## Tracking

Executive:	19/12/16
Overview and Scrutiny:	Community Overview & Scrutiny 24/11/16 Environment and Economy Overview & Scrutiny 01/12/16 Resources Overview & Scrutiny 06/12/16
Council:	N/A

### 1. BACKGROUND

Service standards were introduced at the beginning of 2012/13. They provide a standard in service that our customers can expect from the City Council and a standard by which we can be held to account. The measures of the standard of services are based on timeliness, accuracy and quality of the service we provide in areas that have a high impact on our customers.

Regarding the information on the Carlisle Plan, 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 Overview and Scrutiny agendas and Portfolio Holder reports.

### 2. PROPOSALS

None

### 3. CONSULTATION

The report was reviewed by the Senior Management Team on 8 November 2016 and will be considered by the Overview and Scrutiny Panels on the following dates:

Community Overview & Scrutiny 24/11/16

Environment and Economy Overview & Scrutiny 01/12/16

Resources Overview & Scrutiny 06/12/16

### 4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

## 5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report.

<b>Contact Officers:</b>	<b>Steven O’Keeffe</b>	<b>Ext:</b>	<b>7258</b>
	<b>Martin Daley</b>		<b>7508</b>
	<b>Gary Oliver</b>		<b>7430</b>

**Appendices**                      **None**  
**attached to report:**

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

- **None**

### **CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive’s** – Responsible for monitoring customer satisfaction and financial management.

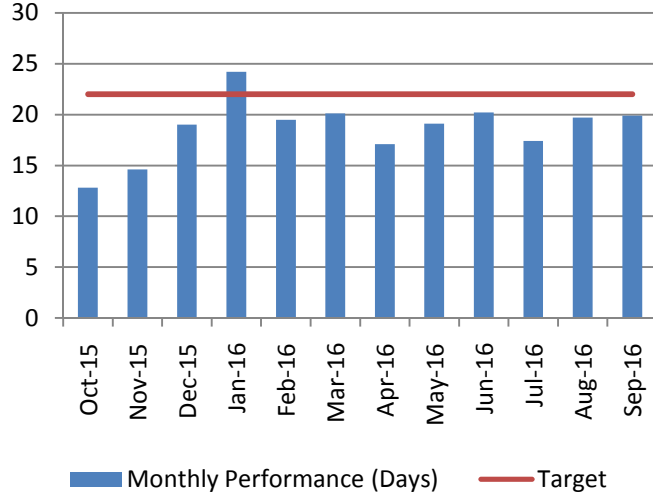
**Deputy Chief Executive’s** – Responsible for monitoring and reporting on service standards, progress in delivering the Carlisle Plan, and for managing high level projects and team service standards on a day-to-day basis.

**Economic Development** – Responsible for managing high level projects and team level service standards on a day-to-day basis.

**Governance** – Responsible for corporate governance and managing team level service standards on a day-to-day basis.

## SECTION 1: 2016/17 SERVICE STANDARDS

### Service Standard: Average number of days to process new benefits claims

Service Standard	Year to Date Figure	Performance by Month																										
Average number of new claims should be processed within 22 days	18.9 days (Q2 2015/16 – 17.9 days)	 <table><thead><tr><th>Month</th><th>Monthly Performance (Days)</th></tr></thead><tbody><tr><td>Oct-15</td><td>13</td></tr><tr><td>Nov-15</td><td>15</td></tr><tr><td>Dec-15</td><td>19</td></tr><tr><td>Jan-16</td><td>24</td></tr><tr><td>Feb-16</td><td>19</td></tr><tr><td>Mar-16</td><td>20</td></tr><tr><td>Apr-16</td><td>17</td></tr><tr><td>May-16</td><td>19</td></tr><tr><td>Jun-16</td><td>20</td></tr><tr><td>Jul-16</td><td>17</td></tr><tr><td>Aug-16</td><td>19</td></tr><tr><td>Sep-16</td><td>20</td></tr></tbody></table> <p>Monthly Performance (Days) Target</p>	Month	Monthly Performance (Days)	Oct-15	13	Nov-15	15	Dec-15	19	Jan-16	24	Feb-16	19	Mar-16	20	Apr-16	17	May-16	19	Jun-16	20	Jul-16	17	Aug-16	19	Sep-16	20
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May-16	19																											
Jun-16	20																											
Jul-16	17																											
Aug-16	19																											
Sep-16	20																											

This performance maintains Carlisle in the top quartile of councils. By comparison, the performance for the same period in 2014/15 was 32.7 days.



## **Section 2: Carlisle Plan 2015-18 Summary**

**PRIORITY – Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle**

### **Local Plan**

Major projects under this priority include the development of the Local Plan 2015-2030 which is an essential building block for future development, whether housing or business. The Local Plan is nearing completion following an independent examination and was formally adopted by Council for adoption on the 8<sup>th</sup> November. The Local Plan is a key catalyst for growth; however work does not stop with its completion. Further activity to support growth and the economy will continue with:

- Carlisle South Master Plan
- Community Infrastructure Levy
- Supplementary Planning Documents

### **Carlisle South**

An expression of interest to include Carlisle South, a broad location identified through the Local Plan which could accommodate up to 10,000 new homes, within the Governments Locally Led Garden Village programme was submitted in July. Inclusion in the programme affords access to external support and expertise and priority access to funding.

### **Durranhill**

The major improvement works to Durranhill industrial estate are progressing well. The new access road, Locke Road, is now open and works to widen the original estate road are well underway and nearing completion. Increased occupier interest has been noted on the estate and several long term voids have recently been occupied.

### **Enterprise Zone**

Following the successful bid and the Chancellor's announcement in November 2015, the Carlisle Enterprise Zone was formally established on 1 April 2016. Having an Enterprise Zone shows that Carlisle is business friendly and up for growth. The aim is to attract new business to the area with a range of discounts and 100% enhanced capital allowance for plant and machinery. The Carlisle Enterprise Zone at Kingmoor

Park offers 122ha ready for development and will potentially generate 2,590 jobs over its lifetime. There has been an increase in interest and enquiries in Kingmoor Park since the EZ was announced.

### **Public Realm - City Centre Orientation**

Work continues to progress in relation to the system of information hubs and finger posts proposed for the City Centre. Cumbria County Council consent had been secured, subject to issuing of relevant permits, and the completion of a consultation exercise. Technical design work is complete, copy has been finalised and we are working with the signage manufacturer to agree an installation programme.

### **Carlisle Economic Partnership**

The City Council continues to work closely with public and private sector partners through the Carlisle Economic Partnership (CEP). The two key themes identified in their action plan are skills and infrastructure.

The focus for the CEP over the next 12 months will be to further develop an Economic Action Plan and a Skills Strategy for Carlisle which fits with the Cumbria Strategy and supports key economic opportunities for growth such as the Enterprise Zone and Carlisle Airport.

### **Local Enterprise Partnership**

Engagement with Cumbria Local Enterprise Partnership (Cumbria LEP) and Centre of Nuclear Excellence (CoNE) continues to be vital in supporting the CEP key priorities for Carlisle of Infrastructure, Skills and Housing to help deliver growth.

The LEP submitted its bid and shortlist of projects for Local Growth Fund 3 funding to the Government in July 2016. This programme includes support to redevelop the Citadel and improve the train station in Carlisle. An announcement on funding is expected in or around the timing of the Government's Autumn Statement.

**PRIORITY - Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents.**

### **Healthy City**

The Steering Group has developed over the past few months to include representation from Cumbria Partnership NHS Foundation Trust, Children's Services, Adult Services and the County Council Chair of Local Area Committee.

### **The Carlisle Partnership**

The Carlisle Partnership sees organisations from across the public, private, voluntary and community sectors, supporting and developing projects and agendas across the city.

The Carlisle Partnership AGM was held at Harraby Community Centre at the end of September. The agenda focussed on improving place vibrancy and vitality and the benefits of Health in All Policies (HiAP) approach to policy development and finished with a discussion around the key priority areas for the Partnership and some of the issues, challenges and opportunities within the Carlisle district. The event attracted a record number of attendees and received excellent feedback from partners.

### **Sports Development**

The Community Sports Activation Fund project was a success over its 3 year period. In total we engaged 6919 individuals in activity through the project and this was in line with the targets we set. As part of the scheme we delivered initiatives that targeted minority and hard to reach groups. There is nothing outstanding from the project and Sport England are happy with our reporting. Going forward, we are working to understand the new Sport England Strategy to tackle inactivity in the area and we will be working with local partners to ensure we can support future activities.

Harraby Campus Development - Certificate of practical completion has been supplied by Cumbria County Council. The leasehold has been agreed directly between Cumbria County Council and Community Associations.

### **Arts Development**

Following the floods in December 2015 the Old Fire Station has now fully reopened and has a very busy programme of events for the Autumn/Winter period.

The Council is working with partners at Tullie House Museum and Art Gallery and the University of Cumbria to establish a new 'cultural consortium.' This group is still at an embryonic stage but will look to focus on raising the awareness and engagement in cultural opportunities across Carlisle.

The Council is also taking part in the LGA Cultural Peer Challenge Programme. Following an application process in July the Council has been accepted for this new challenge programme. The on-site work will take place in February 2017 and will seek to assist the Council (and partners) in developing the local cultural offer and impact.

**PRIORITY - 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**

Work continues on the development of the new rounds and developing options to shape the new service. Recycling of glass, paper and cans is currently collected by four vehicles operated by FCC Ltd. This contract ends on 28 February 2017 and will return to City Council operation from 01 March 2017. From May 2017, the rounds will be merged to create new recycling rounds using a single collection vehicle for glass, cans, paper, plastic and card. This should promote recycling through:

- increased participation - residents who don't already receive a collection will receive the full recycling service
- collection using a single split-back vehicle that should reduce litter / spillages as crews will be tipping into the back of the vehicle rather than sorting into separate compartments.
- simplifying the collection calendars

### **Promoting Recycling**

Neighbourhood Services' Technical Officers continue to promote recycling, particularly in gull sack areas where there is evidence of reduced levels of recycling and increased incidence of side-waste.

As the new changes are introduced, officers will be visible on collection days monitoring levels of participation in recycling and compliance to service standards. Advice as necessary will be given to residents to reduce waste and encourage recycling.

### **Street Cleaning and Enforcement**

Any additional bags (side-waste) not inside the gull sack or bin are currently 'stickered' to advise the resident to take the bags back in until next collection or take them to their nearest Household Waste and Recycling Centre. Properties where bags are not removed within 48 hours are sent a letter offering advice on recycling but also reminding people of the service standards and risk that they could face a fine for littering or fly-tipping. When evidence is found in fly-tipped bags this is

followed through with the resident being issued with a fixed penalty notice for littering.

**PRIORITY - Address current and future housing needs to protect and improve residents' quality of life.**

The City Council continues to work in partnership with local housing association partners and the Homes and Communities Agency to address housing need and support new developments. Current pipeline schemes include:-

- The Demonstration Project on the Council owned site at Beverley Rise, Harraby: this scheme would deliver approximately 40 units for affordable rent, in partnership with Riverside and Carlisle College. Students from the College will benefit from practical onsite development training.
- Old Brewery Residences, Caldewgate – the Council has been working with Impact Housing Association to support their plans to bring redundant ex-student accommodation back into use to deliver a mix of approximately 35 apartments and townhouses for affordable rent. The design would incorporate flood resilience measures.

A new 38 apartment Extra Care scheme – Bramble Court – is due to open in Brampton in November, providing independent accommodation for older residents with care and support needs. All of the properties are for social rent and 24/7 onsite care will be provided by Imagine Independence. The City Council has worked closely with the scheme provider, Impact Housing Association, Adult Social Care and Brampton and Beyond Community Trust to support the delivery of the scheme, as extra care housing is a crucial priority, due to the changing demographics around the ageing population.

**PRIORITY – Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential**

This is best demonstrated by the many projects and initiatives worked on across the district as part of the Carlisle Partnership and Carlisle Ambassadors.

Carlisle Ambassadors can be defined as, ‘A proactive community of passionate individuals, businesses and organisations who participate in projects to raise the profile of Carlisle and make it a better place to live, work and visit.’ The Ambassadors have influence and directly ‘give a voice’ to Carlisle locally, within Cumbria and further afield.’

The last meeting was held on 22 September at Eden Golf Club with 14 businesses showcasing their innovations and was very well attended. Meetings continue to be held quarterly and are regularly attended by over 220 business people. To date 134 organisations have become members; keen to collaborate on projects and support each other to help grow and improve the Carlisle offer. The next meeting of Carlisle Ambassadors is to be held on Thursday 17 November at the Hallmark Hotel.

As well as some of the cross-over work carried out with the Carlisle Partnership and the Ambassadors, the City Council continues to work closely with partners through the Carlisle Economic Partnership (CEP) (as mentioned above), the action plan from which sets out actions to address skills gaps by identifying skills needs for growth and encouraging provision which meets those needs.

Engagement with Cumbria Local Enterprise Partnership (Cumbria LEP) and Centre of Nuclear Excellence (CoNE) continues to be vital in supporting the CEP key priorities for Carlisle of Infrastructure, Skills and Housing to help deliver growth.



# Community Overview and Scrutiny Panel

Agenda  
Item:  
**A.8**

Meeting Date: 24 November 2016  
Portfolio: Cross Cutting  
Key Decision: No  
Within Policy and Budget Framework  
Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME  
Report of: Policy and Communications Manager  
Report Number: OS.23/16

## Summary:

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

## Recommendations:

Members are asked to:

- Note the item (within Panel remit) on the most recent Notice of Key Executive Decisions
- Note and/or amend the Panel's work programme
- Consider and comment on the possible changes to new Panel remits

Contact Officer: Steven O'Keeffe Ext: 7258

Appendices attached to report:

1. Community O&S Panel Work Programme 2016/17
2. Proposal for new Panel remits
3. Current Panel remits
4. Proposed changed remit structure

## **1. Notice of Key Executive Decisions**

The most recent Notice of Key Executive Decisions was published on 21 October 2016. This was circulated to all Members. The following items fall into the remit of this Panel:

### **KD.20/16 Tullie House Business Plan**

The Executive will be asked to consider the Tullie House Business Plan. It will be referred to this Panel for consideration prior to making recommendations to Council.

This is on the agenda for consideration by the Panel.

### **KD.21/16 Budget Process 2017/18**

The Executive will be asked to consider strategic financial issues arising from the budget setting process.

This is on the agenda for consideration by the Panel.

## **2. References from the Executive**

There are no references from the Executive 24 October.

## **3. Work Programme**

The Panel's current work programme is attached at **Appendix 1**.

Members are asked to note and/or amend the Panel's work programme and in particular consider the framework for the next meeting.

The following items are currently scheduled for the next meeting on 12 January 2017:

- Riverside Annual Report

## **4. Proposed new Panel remits**

Scrutiny Chairs have recently discussed the possibility of changing the current panel remit structure, to better align with the Council priorities, current challenges faced by the Council and to address current Scrutiny best practice.

The Scrutiny Chairs Group resolved at their meeting on 21 September that the proposals for three new Overview and Scrutiny Panels (aligned with the new Senior Management Team structure and Council priorities) be considered by each of the Political Groups.

The Chair of Community Overview & Scrutiny Panel has requested that the views of this Panel are sought.

The details of the proposals and rationale for the changes are contained in Appendix 2.

**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**

## Appendix 1 – Community Overview and Scrutiny Panel Work Programme

Issue  Contact Officer	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget									
								9 Jun 16	21 Jul 16	1 Sep 16	13 Oct 16	24 Nov 16	12 Jan 17	16 Feb 17	6 Apr 17
CURRENT MEETING – 24 November 2016															
Performance Monitoring Reports Gary Oliver	✓						Reporting of performance relevant to remit of Panel	✓		✓		✓		✓	
Budget setting 2017/18-2021/22 Alison Taylor		✓	✓			✓	Consideration of service implications					✓			
Tullie House Business Plan Gavin Capstick				✓			Annual scrutiny of Tullie House Business Plan					✓			
Housing Assistance Policy 2017 Scott Burns		✓	✓				To consider the policy to increase the number of options on how Disabled Facilities Grant money is used					✓			
Riverside Jane Meek				✓			Engage with Riverside regarding future of Divisional Board. New Divisional Director Sarah Paton to attend this meeting.					✓			
Leisure Contract Retender Gavin Capstick				✓			To consider the timetable for the Leisure Contract Retender					✓			

## Appendix 1 – Community Overview and Scrutiny Panel Work Programme

Issue  Contact Officer	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget									
								9 Jun 16	21 Jul 16	1 Sep 16	13 Oct 16	24 Nov 16	12 Jan 17	16 Feb 17	6 Apr 17
TASK AND FINISH GROUPS															
Youth							Task and Finish Group to look at issues relating to Youth Provision in Carlisle and District.								
Mental Health							Suggested topic. Panel to decide the purpose of scrutiny of the issues and where focus should lie in order to gain maximum value.								
FUTURE ITEMS															
CSP Strategic Assessment Gavin Capstick				✓			Presentation of the new Strategic Assessment that informs that Partnership Plan.						?		
Community Partnerships							Actions and performance of partnerships								
Domestic Violence							Issues and provision for victims of DV							?	
Citizens Advice Bureau and Law Centre															

## Appendix 1 – Community Overview and Scrutiny Panel Work Programme

Issue  Contact Officer	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		9 Jun 16	21 Jul 16	1 Sep 16	13 Oct 16	24 Nov 16	12 Jan 17	16 Feb 17	6 Apr 17
<b>New Leisure contract procurement</b> Gavin Capstick							Update of procurement process. New timescale.			✓					
<b>Flood Update Report</b> Darren Crossley					✓		Update on flood recovery programme	✓		✓					
<b>Housing Strategy</b> Jeremy Hewitson			✓				To consider the new Housing Strategy								
<b>Arts Centre</b> Gavin Capstick	✓						Performance of the Arts Centre								
<b>Riverside Annual Report</b> Jeremy Hewitson				✓			Monitoring progress and developments of joint working. To include Impact and Two Castles Housing Associations.						✓		
<b>Response to Welfare Reform</b> Mark Lambert				✓			Overview of partnership working in response to the Welfare Reform agenda. To invite Board members from other organisations at next update (in 2016/17)							✓	

## Appendix 1 – Community Overview and Scrutiny Panel Work Programme

Issue  Contact Officer	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		9 Jun 16	21 Jul 16	1 Sep 16	13 Oct 16	24 Nov 16	12 Jan 17	16 Feb 17	6 Apr 17
Customer Services Jill Gillespie	✓						Performance of the new web-site / coping with the flood / future of CRM and customer services (smarter services)								✓
Scrutiny Annual Report O&S Officer			✓		✓		Draft report for comment before Chairs Group								✓
COMPLETED ITEMS															
Homeless Hostel Service Structure (Supporting People) Tammie Rhodes							How the Council is addressing the changes to the Supporting People Contract.	✓							
Annual Equality Report 2015/16 and Equality Action Plan 2016/17 Rebecca Tibbs		✓					Monitoring of Equality activity and consideration of Equality Action Plan for 2016/17		✓						
Housing and Planning Bill Jeremy Hewitson							Presentation on the impact of the Bill on delivery of Carlisle’s housing needs.		✓						

## Appendix 1 – Community Overview and Scrutiny Panel Work Programme

Issue  Contact Officer	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		9 Jun 16	21 Jul 16	1 Sep 16	13 Oct 16	24 Nov 16	12 Jan 17	16 Feb 17	6 Apr 17
Interagency Homelessness Strategy for Carlisle 2015-20 Tammie Rhodes				✓			Progress made in year one of the Interagency Homelessness Strategy for Carlisle 2015-20 in relation to the priority actions.		✓						
Community Centre and Federation Update Gavin Capstick							Future of CCs. Item in partnership with the Carlisle & District Federation of Community Organisations				✓				
Youth Provision in Carlisle and District Cllr Niall McNulty							Discussion on current provision for youth in Carlisle and District and where the Council might like to go in terms of Young People Services.				✓				
INFORMATION ONLY ITEMS															
Details								Date Circulated							

## **Appendix 2**

### **Proposed new Panel remits (updated 8/11/16)**

#### **1. Request to review the Panel remits**

Scrutiny Chairs Group on 14 July discussed the Panel remits.

Concerns were raised that some of the Panel remit areas, in particular housing, as set out in the Leader's Scheme of Delegation had moved following the restructure of the Council.

At that meeting it was resolved that the remit areas of the Panel in relation to the Leader's Scheme of Delegation be reviewed by the Scrutiny Support Officer and Democratic Services Officer and brought back to the next meeting of the Scrutiny Chairs Group.

The following proposal details two options for transformed Panel remits. Members of SCG are asked to consider and comment on these possible changes.

#### **2. The current Panel remits and rationale for change**

Members will be familiar with the current Panel remits, as listed in Appendix 3. These have essentially changed very little since being set up in 2001, following the move from the original Committee System. In recent years there have been substantial changes in terms of the Council priorities moving from 'Green and Clean and Safer' to Economic Growth and Health and Wellbeing, and the Senior Management Team (SMT) structure (reducing from 7 to 4). The Council is now considerably smaller and has lost high profile services such as Highways Claim Rights. Much work still needs to be done to transform services using new technology and on much reduced financial resources. The Council is also committed to partnership working in the key priority areas.

Best practice in Overview and Scrutiny (Centre for Public Scrutiny) advocates the following:

- ✓ Prioritisation in what comes to Scrutiny (quality rather than quantity)
- ✓ Greater involvement in the Council's biggest challenges and priorities
- ✓ Greater scrutiny of critical issues
- ✓ Be more outcome focussed

This paper addresses best practice as well as addressing the new priorities and challenges the Council faces.

#### **3. Proposed new Overview and Scrutiny Panels**

As well as the new SMT structure of Corporate Support and Resources, Community Services, Economic Development, and Governance and Regulatory Services, the Chief Executive is working up proposals to introduce four cross-cutting thematic groups, chaired by an SMT member. The proposal in this report is to align Overview and Scrutiny remits with this new cross-cutting approach and hence with the Council priorities and current areas of Council focus. The O&S remits could mirror the proposed new subgroups of SMT, which are being set up to address operational management and co-ordination of corporate, cross departmental activity.



## Appendix 2

The proposal is for the four SMT sub-groups to be:

- Health and Wellbeing
- Economic Growth
- Business Management & Development
- Transformation Plans

Two possible options for O&S Panels are given below:

### Option 1

The proposal put forward is to transform the O&S Panels, with new names and aligned remit areas broadly in line with the new SMT thematic groups. This would allow greater focus of Scrutiny on the Council's priorities and support policy development on cross-cutting issues.

Below shows a summary of the possible remits of these Panels, with separate Panels for Economic Growth and Health & Wellbeing and a joint Panel for Business Management and Transformation Plans. For further detail see Appendix 4.

Economic Growth Scrutiny Panel	Health and Wellbeing Scrutiny Panel	Business and Transformation Scrutiny Panel
<ul style="list-style-type: none"><li>• Planning</li><li>• Redevelopment</li><li>• Housing delivery</li><li>• Promoting Carlisle</li><li>• Carlisle Economic Partnership</li><li>• Tourism</li><li>• Infrastructure development</li><li>• Business support</li><li>• Inward development</li><li>• External liaison with education and skills providers</li></ul>	<ul style="list-style-type: none"><li>• Healthy City steering group</li><li>• Community Safety</li><li>• Leisure and Culture</li><li>• Housing support and advice</li><li>• Environmental Health</li><li>• Community cohesion and engagement</li><li>• Emergency planning</li><li>• Neighbourhood Services, waste &amp; recycling</li></ul>	<ul style="list-style-type: none"><li>• Enhanced governance</li><li>• Commercial strategy</li><li>• Renewed Asset Business Plans</li><li>• Income generation</li><li>• Potential new ventures</li><li>• Strategic finance</li><li>• Budget development and management</li><li>• Financial monitoring and performance management</li><li>• Corporate planning</li><li>• Performance management</li><li>• Corporate Risk management</li><li>• Organisation development</li><li>• Smarter services delivery</li><li>• Service delivery innovation activities</li></ul>

## Appendix 2

**Option 2** The option here is to have two new larger Panels (up to 13 Members in each). This could then allow for more Scrutiny Review work (policy development and in-depth investigation of issues)

Economy, Health and Wellbeing Scrutiny Panel	Business and Transformation Scrutiny Panel
<ul style="list-style-type: none"><li>•Healthy City steering group</li><li>•Community Safety</li><li>•Leisure and Culture</li><li>•Housing support and advice</li><li>•Environmental Health</li><li>•Community cohesion and engagement</li><li>•Emergency planning</li><li>•Planning</li><li>•Redevelopment</li><li>•Housing delivery</li><li>•Promoting Carlisle</li><li>•Carlisle Economic Partnership</li><li>•Tourism</li><li>•Infrastructure development</li><li>•Business support</li><li>•Inward development</li><li>•External liaison with education and skills providers</li><li>•Neighbourhood Services, waste &amp; recycling</li></ul>	<ul style="list-style-type: none"><li>•Enhanced governance</li><li>•Commercial strategy</li><li>•Renewed Asset Business Plans</li><li>•Income generation</li><li>•Strategic finance</li><li>•Budget development and management</li><li>•Financial monitoring and performance management</li><li>•Corporate planning</li><li>•Performance management</li><li>•Corporate Risk management</li><li>•Organisational development</li><li>•Smarter services delivery</li><li>•Service delivery innovation activities</li><li>•</li></ul>

### 4. Potential benefits

In addition to a rejuvenated scrutiny process, the potential new remits would allow

- Greater involvement in the Council's *biggest challenges and priorities*
- More in-depth scrutiny of *critical issues*
- Focussed work programmes – *prioritisation on what's important*
- Cross-cutting themes will allow for a fresh, more independent view
- Increased Member involvement in *policy review and development*
- More *outcome focussed performance management* and greater responsibility for assessing the Council's performance
- Aligned remits with the new cross-cutting thematic Officer Board structure will produce economy in terms of senior officer involvement ie. one Director per Panel
- Greater clarity of remit areas eg. housing.

## Appendix 2

This better reflects Scrutiny best practice.

### 5. Timetable

Consultation with Members

Draft report to current three O&S Panels

Report to Executive and Council, requiring change to Council Constitution.

Suggested start date for changes new Civic year 2017-18

### 6. Alignment to Portfolio Holder areas to be determined

Possible alignments according to current Portfolio Holder structure:

Culture, Heritage & Leisure Portfolio	<ul style="list-style-type: none"><li>•Economic Growth Scrutiny Panel</li><li>•Health and Wellbeing Scrutiny Panel</li></ul>
Communities, Health & Wellbeing Portfolio	<ul style="list-style-type: none"><li>•Health and Wellbeing Scrutiny Panel</li><li>•Economic Growth Scrutiny Panel</li></ul>
Economy, Enterprise & Housing Portfolio	<ul style="list-style-type: none"><li>•Economic Growth Scrutiny Panel</li><li>•Health and Wellbeing Scrutiny Panel</li></ul>
Environment & Transport Portfolio	<ul style="list-style-type: none"><li>•Health and Wellbeing Scrutiny Panel</li><li>•Economic Growth Scrutiny Panel</li></ul>
Finance, Governance & Resources Portfolio	<ul style="list-style-type: none"><li>•Business and Transformation Scrutiny Panel</li></ul>
Leader's Portfolio	<ul style="list-style-type: none"><li>•All Scrutiny Panels</li></ul>

The Leader's current Scheme of Delegation contains additional areas that would require alignment to the new Panels.

### 7. Going forward

In summary this note covers the rational for making changes to the current O&S Panel remits and details possible options for new remits.

Scrutiny Chairs' views and observations on the proposals set out in the briefing note are welcomed.

Sarah Mason

Overview & Scrutiny Officer

14 September 2016

*Updated 8/11/16*

## Appendix 3 - Current Panel remits

Environment and Economy	Resources	Community
Events	Carlisle Partnership – Including Community Plan	Children's and Young People's Agenda/Partnership
Car Parking	Civic Relationships	Schools Engagement
Dog Wardens	Council Communication	Young People's Activities
Environment Agenda	Emergency Planning	Youth Council Links
Environmental Protection	Mayoral/Civic	Allotments
Green Spaces	Overall Strategy/Policy	Bereavement Services
Highways Maintenance	Press and Public Relations	CCTV
Highways Partnership	Strategic Partnerships	Crematoria
Land Drainage	Sub Regional/Regional/National Relationships	Food Standards
Movement Strategy	Town Twinning	Health and Safety (External)
Pest Control	Accountancy and Strategic Finance	Parks
Recycling	Asset Management Plan	Play Areas (Development)
Refuse Collection	Best Value	Private Sector Housing including enforcement
Relationships with Environment Agency/DEFRA	Budget Framework	Public Conveniences
Street Cleaning	Building Maintenance and Support Services	Public Health Complaints
Street Lighting	Capital Strategy	Empty Property Schemes
Streetscene	Corporate Management	Homelessness/Hostels/Homeless Prevention
Waste Management	Corporate Planning	Housing Client and Enabling
Building Control	Corporate Plan and Performance Management	Housing Conditions
Business Support and Sector Development	Corporate Support Services	Housing Management
City Centre Management	Data Protection	Housing Partnerships
Conservation	Data Security	Housing Strategy and Support

## Appendix 3 - Current Panel remits

Development Control	Democratic Services	Rural/Urban Policy
Economic Development and Strategy	Freedom of Information	Supported Housing Services
Enterprise Centre	Health and Safety (staff)	Advice Agencies
External Funding	Human Resources	CDRP (safer Communities)
Inward Investment	Income Management	Community Centres/Associations
Local Plans	ICT	Community Consultation
Planning Policies	Insurance	Community Development
Private Sector relationships inc Cumbria Chamber	Internal Audit	Community Participation and Volunteering
Strategic Transport and Infrastructure	Investment Strategy	Community Safety/Crime & Disorder
Historic Carlisle	Land Charges	Consultation Strategy
Tourism Action Plan	Legal Services	Crime and Disorder
Tourism Management and Development	Licensing and Regulatory	Customer Contact Services
	Medium Term Financial Plan	Disabled Access
	Member Services	Disabled Facilities Grants
	Organisation Development (Staff and Members)	Equality and Diversity Policy
	Payments	Health Improvement
	Payroll	Health/Wellbeing Partnerships
	Policy and Performance Management	Neighbourhoods and Rural Support
	Procurement	Play Areas (operational)
	Property/Estates and Facilities Management	Shopmobility
	Property (strategic)	Culture and Arts development
	RIPA	Cultural Strategy
	Revenues and Benefits	Fair Trade
	Risk Management	Grants for Leisure
	Service Standards	Sport and Leisure

## Appendix 3 - Current Panel remits

	Shared Services Monitoring	Tullie House Trust
	Sundry Debtors	
	Transformation programme	
	Treasury Management	
	Treasury Management Strategy Statement	
	Workforce Development Strategies	
	Property (Strategic)	
	Cash Collection	
	Corporate Complaints	

## Appendix4 - Potential new remits

Economic Growth	Health and Wellbeing	Business Management and Development	Transformation Plans
<b>Combine these two areas</b>			
Planning Policy	Public Health Alliance	Enhanced Governance	Organisation Development – Culture, Competencies and Skill Development
Regeneration Projects	Health and Wellbeing Board	Refined Scheme of Delegation	Systems and Process Training
Infrastructure Development	Healthy City Steering Group	Reformed Constitution	Technology Training
Housing Delivery (market, starter, affordable)	Carlisle and Eden CSP	Commercial Strategy	Customer Training
Business Support Services	Community Safety	Renewed Asset Business Plans	Data Management and Information Training
Inward Investment	Leisure and Cultural Partnerships/Contracts inc Green Spaces	Income Generation from Existing Services	Performance Management Framework and Reporting Standards, Systems etc
Promoting the Place – Carlisle Story	Housing Support and Advice (not delivery)	Potential New Ventures	Data Capture and Ownership
External Liaison with Education and Skills Providers	Environmental Health	Medium Term Financial Plans/Strategic Financial Planning Group	IT Systems Development
LEP	Community Cohesion, Engagement and Communication	Budget Development and Management	Smarter Services Delivery
Carlisle Economic Partnerships	Emergency Planning	Financial Monitoring and Performance Management	Web, Phone, Face 2 Face Customers Service Development
Tourism Developments	Carlisle Partnership – Including Community Plan	Efficiency Plans	Corporate Reporting/Systems Development/Open Data and Public Communication

## Appendix4 - Potential new remits

Events*	Children's and Young People's Agenda/Partnership	Corporate Planning Development – Corporate Plan. Service Planning	Salesforce Roadmap Delivery
Sub Regional/Regional/National Relationships *	Civic Relationships	Performance Management Reporting (inc finance)	Implementation of wider D&IS Strategy – Cloud Migration, Microsoft Delivery etc
Town Twinning	Council Communication	Reports for Members/Public etc	Agile Working Plans/Handhelds etc
Property (Strategic)	Emergency Planning	Mayoral/Civic	Service Delivery Innovation Activities
Relationships with Environment Agencies/DEFRA	Events*	Overall Strategy/Policy	Data Security
Building Control	Schools Engagement	Press and Public Relations	Human Resources
Business Support and Sector Development	Strategic Partnerships	Accountancy and Strategic Finance	ICT
Conservation	Young People's Activities	Asset Management Plan	Organisational Development (Staff and Members )
Development Control	Youth Council Links	Best Value*	Transformation Programme
Economic Development and Strategy	Allotments	Budget Framework	Workforce Development Strategies
Empty Property Schemes*	Bereavement Services	Capital Strategy	Customer Contact Services
Enterprise Centre	CCTV	Corporate Management	
External Funding	Crematoria	Corporate Planning	
Housing Partnerships*	Dog Wardens	Corporate Plan and Performance Management	
Housing Strategy and Support*	Environment Agenda	Data Protection	
Inward Investment	Environmental Protection	Democratic Services	
Local Plans	Food Standards	Freedom of Information	



## Appendix4 - Potential new remits

Planning Policies	Greenspaces	Health and Safety (Staff)
Private Sector relationships in Cumbria Chamber	Health and Safety (External)	Income Management
Property (Strategic)	Parks	Insurance
Rural/Urban Policy	Pest Control	Internal Audit
Strategic Transport and Infrastructure	Play Areas (Development)	Investment Strategy
Historic Carlisle	Private Sector Housing including Enforcement	Land Charges
Tourism Action Plan	Public Conveniences	Legal Services
Tourism Management and Development	Public Health Complaints	Licensing and Regulatory
	Homeless/Hostels/Homeless Prevention	Medium Term Financial Plan
	Housing Conditions	Member Services
	Housing Management	Payments
	Advice Agencies	Payroll
	CDRP (Safer Communities)	Policy and Performance Management
	Community Centres/Associations	Procurement
	Community Consultation	RIPA
	Community Development	Risk Management
	Community Participation and Volunteering	Service Standards
	Community Safety/Crime and Disorder	Shared Service Monitoring
	Crime and Disorder	Sundry Debtors
	Disabled Access	Treasury Management

## Appendix4 - Potential new remits

Disabled Facilities Grants

Health Improvement

Health/Wellbeing Partnerships

Neighbourhoods and Rural

Support

Play Areas (Operational)

Shopmobility

Culture and Arts Development

Cultural Strategy

Sport and Leisure

Tullie House Trust

Neighbourhood Services, waste &  
recycling

Treasury Management Strategy  
Statement

Cash Collection

Consultation Strategy

Corporate Complaints

Equality and Diversity Policy