

AGENDA

Community Overview and Scrutiny Panel

Tuesday, 19 November 2013 AT 10:00
In the Tullie House, Castle Street, Carlisle, CA3 8TP

** A briefing meeting for Members will be held at 9.15am in Tullie House**

The meeting will be followed by lunch and a short tour of Tullie House for Members

Apologies for Absence

To receive apologies for absence and notification of substitutions

Declarations on Interest (including declarations of "The Party Whip")

Members are invited to declare any disclosable pecuniary interests, other 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 any items of business within Part B should be dealt with in private.

Minutes of Previous Meetings

To approve the minutes of the meetings held on 22 August 2013 and 3 October 2013
[Copy Minutes in Minutes Book Vol 40(3)]

PART A

To be considered when the Public and Press are present

A.2 Overview Report and Work Programme

5 - 18

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.26/13 herewith)

A.3 BUDGET 2014/15

(Culture, Health, Leisure and Young People Portfolio
Finance, Resources and Governance Portfolio
Communities and Housing Portfolio)

****Members are reminded that the Budget reports were circulated to all Overview and Scrutiny Members on 8 November 2013. Members are asked to bring the relevant budget reports to the meeting. The Executive Decisions from 18 November 2013 will be tabled at the meeting.****

Revenue Budget Reports:

a) Summary of New Revenue Spending Pressures - Pages 102-109

To consider the Director of Resources report RD.53/13 and comment on the following new revenue spending pressures and reduced income projections which fall within the area of responsibility of this Panel:

- Events - p.104 and 106
- Non-recurring under £30,000 (Sports Pitch Income and DFG Income) - p.107-108

b) Summary of New Savings Proposals and Additional Income - Pages 110-116

The Director of Resources report RD.53/13 to be submitted as background information.

- New Transformational Saving Required - p.112-113
- Additional Income Projections (New Homes Bonus) - p.114

(c) Summary of Charges Review - Pages 12-101

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:

- City Centre - p.14-15
- Allotments - p.20
- Use of parks and Green Spaces - p.20-22
- Sports Pitches - p.22-23
- Bereavement Services - p.26
- Environmental Health - p.26-28
- Summary of Income - p.32

(i) Community Engagement CD.53/13 (Pages 49-57)

- Hostel Services - p.51
- DFG Fees - p.52-53
- Summary of Income Generated - p.53
- Home Improvement Agency - p.53-54

Capital Budget Reports

(d) Revised Capital Programme 2013/14 and Provisional Capital Programme 2014/15 to 2018/19 - Pages 117-127

To consider the Director of Resources report RD.56/13 and in particular comment on the capital spending which falls within the area of responsibility of this Panel:

- Disabled Facilities Grants - p.121 & 122
- Arts Centre - p.121
- Harraby School and Community Campus - p.121
- Leisure Facilities - p.121
- Revised Capital Programme 2012/13 - p.126

**A.4 Quarter Two Performance Report 2013-14 19 -
30**

(Finance, Governance and Resources Portfolio)
The Policy and Communications Manager to submit performance monitoring reports relevant to the remit of the Community Overview and Scrutiny Panel
(Copy Report PC.18/13 herewith)

**A.5 Tullie House Museum and Art Gallery Trust Business Plan 2014-17 31 -
80**

The Deputy Chief Executive to submit a report that introduces the Tullie House Museum and Art Gallery Trust 2014-2017 Business Plan
(Copy Report SD.09/13 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, Mrs Prest (Vice Chairman), Mrs Vasey, Bainbridge (sub), Lishman (sub), Mrs Mallinson (sub)

Labour – Scarborough, Miss Sherriff, Mrs Stevenson, Wilson, Dodd, (sub) Forrester (sub), Whalen (sub)

Liberal Democrat – Mrs Luckley (Chairman), Allison (sub)

**Enquiries, requests for reports, background papers,
etc to Committee Clerk: Sheila Norton - 817557**

Community Overview and Scrutiny Panel

Agenda
Item:
A.2

Meeting Date: 19th November 2013
 Portfolio: Cross Cutting
 Key Decision: No
 Within Policy and Budget Framework
 Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME
 Report of: Overview and Scrutiny Officer
 Report Number: OS 26/13

Summary:

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

Recommendations:

Members are asked to:

- Decide whether the items on the Notice of Key Executive Decisions should be included in the Panel's Work Programme for consideration.
- Note and/or amend the Panel's work programme

Tracking

Executive:	Not applicable
Overview and Scrutiny:	19th November 2013
Council:	Not applicable

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 18th October 2013. The following issues fall into the remit of this Panel and full details are attached at **Appendix 1**:

KD.024/13 Tullie House Business Plan – on the agenda for this meeting of the Panel.

KD.029/13 Carlisle Sports Strategy 2013-23 - this item will be on the agenda for the Panel meeting on 9th January 2013.

KD.030/13 Budget Process 2014/15 – items within the remit of the Panel are on the agenda for this meeting.

2. References from the Executive

The following reference from the Executive has been received from their meeting on 28th October 2013 and is attached at **Appendix 2**.

EX.119/13 – Carlisle’s Play Provision

3. Work Programme

The Panel’s current work programme is attached at **Appendix 3** for comment/amendment.

Contact Officer:	Nicola Edwards	Ext: 7122
Appendices attached to report:	1. Notice of Key Decisions	
	2. References from the Executive	
	3. Community O&S Work Programme 2013/14	

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

Items relevant to the Community Overview and Scrutiny Panel:

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.024/13
Decision Title:	Tullie House Business Plan
Decision to be taken:	The Executive will be asked to consider the business plan and refer it to the Community Overview and Scrutiny prior to making recommendations to Council
Date Decision to be considered:	18 November 2013 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	16 December 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Deputy Chief Executive will be available five working days before the meeting
Contact Officer for this Decision:	Deputy Chief Executive, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Culture, Health, Leisure and Young People (Councillor Ms Quilter)
Relevant or Lead Overview and Scrutiny Panel:	Community Overview and Scrutiny Panel

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker.

These, if available, may be obtained by contacting the named contact officer.

Items relevant to the Community Overview and Scrutiny Panel:

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.029/13
Decision Title:	Carlisle Sports Strategy 2013-23
Decision to be taken:	The Executive will be asked to review and approve the draft Sports Strategy for Carlisle.
Date Decision to be considered:	
Date Decision to be taken:	18 November 2013
Is the Decision Public or Private?:	The decision will be taken in Public.
Documents submitted for consideration in relation to the Decision:	The report of the Deputy Chief Executive will be available five working days before the meeting
Contact Officer for this Decision:	Deputy Chief Executive, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Culture, Health, Leisure and Young People (Councillor Ms Quilter)
Relevant or Lead Overview and Scrutiny Panel:	Community Overview and Scrutiny Panel

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

Items relevant to the Community Overview and Scrutiny Panel:

Notice of Key Decisions to be taken by the Executive

The following key decision is to be made on behalf of Carlisle City Council:

Key Decision Reference:	KD.030/13
Decision Title:	Budget Process 2014/15
Decision to be taken:	<p>To consider strategic financial issues arising from the budget setting process:</p> <p>(a) Budget Update – Revenue Estimates (18th November 2013)</p> <p>(b) Individual Charges Reviews (Local Environment, Governance , Economic Development, Community Engagement) (18th November 2013)</p> <p>(c) New Revenue Spending Proposals (18th November 2013)</p> <p>(d) New Savings Proposals (18th November 2013)</p> <p>(e) New Capital Spending Proposals and Provisional Capital Programme (18th November 2013)</p> <p>(f) Repair and Maintenance (18th November 2013)</p> <p>(g) Treasury Management and Prudential Borrowing Implications (18th November 2013)</p> <p>(h) Consideration of Overview and Scrutiny Consultation feedback (9th December 2013)</p> <p>(i) Draft Revenue Support Grant Settlement (if available) (16th December 2013)</p> <p>(j) Summary Overall Revenue and Capital Position (16th December 2013)</p> <p>(k) Draft Treasury Management and Investment Strategy including MRP Strategy (16th December 2013)</p> <p>(l) Executive Draft Budget Proposals for consultation (16th December 2013)</p> <p>(m) Final Revenue Support Grant and Final Revenue Budget Summary (15th January 2014)</p> <p>(n) Provisional Capital Programme (15th January 2014)</p> <p>(o) Treasury Management and Investment Strategy including MRP Strategy (15th January 2014)</p> <p>(p) Consideration of Final Budget Consultation (15th January 2014)</p> <p>(q) Pension Fund Revaluation (15th January 2014)</p> <p>(r) Executive's Final Budget Proposals (15th January 2014)</p>
Date Decision to be considered:	18 November 2013, 9 December 2013, 16 December 2013 and 15 January 2014 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	18 November 2013, 9 December 2013, 16 December and 15 January 2014

Items relevant to the Community Overview and Scrutiny Panel:

Is the Decision Public or Private?:	The decision will be taken in Public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Resources will be available five working days before the meeting
Contact Officer for this Decision:	Director of Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Dr Tickner)
Relevant or Lead Overview and Scrutiny Panel:	Resources Overview and Scrutiny Panel, Environment & Economy Overview and Scrutiny Panel and Community Overview and Scrutiny Panel

All public reports can be viewed in the Customer Contact centre of the Civic Centre, Carlisle, the Public Library and on the Council's website www.carlisle.gov.uk.

Other documents relevant to the matter may be submitted to the decision maker. These, if available, may be obtained by contacting the named contact officer.

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 28 OCTOBER 2013**

EX.119/13 CARLISLE'S PLAY PROVISION
(Key Decision – KD.018/13)

Portfolio Environment and Transport

Relevant Overview and Scrutiny Panel Community

Subject Matter

Pursuant to Minute EX.105/13, the Deputy Leader; and Environment and Transport Portfolio Holder reported (LE.32/13) that the City Council operated 69 play areas serving its population of 106,000. 'Play for Today, Play for Tomorrow' was the City Council's Play Policy and Strategy for Children and Young People 2007 – 2012 and it was now time for the City Council to review its approach to play area management. She reiterated that the intention was to create a legacy of play facilities offering high play value in a safe environment, accessible to every child and allowing them to explore their individual abilities and learn to assess and overcome the risks inherent in physical challenge.

To do that successfully the Council's proposed strategy would focus on quality. Details of a methodology by which an assessment could be made of the quality, play value and accessibility of each individual equipped play area were provided. The outcome thereof would be used to determine the type, specification and maintenance requirements of each site in the future. Those could be broadly characterised as:

- 'Destination' sites – where the accessibility and play value combined to attract visitors from a wider catchment area (2,000m)
- 'Neighbourhood' sites – used by children and young people living in the vicinity (1,200m)
- 'Local Play' – smaller areas that may have no formal equipment but were managed as spaces for free play by all age groups (500m)

The standard adopted would aim to ensure that every child had access to a high quality play area within a reasonable distance of their home.

In some instances existing play equipment was either obsolete or poorly located (or both) and was no longer providing a quality play experience. Application of the criteria would differentiate between sites and allow decisions to be made on how their future management could contribute to raising quality standards, the outcome of which could

APPENDIX 2

be that the equipment was removed and not replaced. Advances in the construction of play equipment and the materials used had led to the development of 'low maintenance' options and those had been extensively utilised in Carlisle. The Council also made use of natural materials, where possible, to provide challenging play experiences at low cost.

The Deputy Leader; and Environment and Transport Portfolio Holder further drew Members' attention to the Risk Assessment; Aim and expected Outcomes of the Play Areas Review; Review Methodology; and Criteria, details of which were set out within the report.

The Community Overview and Scrutiny Panel had, on 3 October 2013, considered the matter and resolved:

"1) That Report CD.52/13 – Carlisle's Play Provision – be noted and the comments from the discussion referred to the Executive in consideration of the criteria for the review.

2) That the Executive be asked to consider a capital budget to be made available for the replacement of equipment when and where required."

A copy of Minute Excerpt COSP.66/13 had been circulated.

The Deputy Leader; and Environment and Transport Portfolio Holder further commented upon the full discussion undertaken at the Panel meeting, adding that some of the suggestions highlighted had been incorporated within Report LE.32/13. The only exception was the request for consideration of a capital budget to be made available for the replacement of equipment when and where required, which aspect would be considered as part of the budget process.

The Chairman of the Community Overview and Scrutiny Panel stated that many of her comments had already been covered by the Deputy Leader. She emphasised that Panel Members were concerned to ensure that quality was sustained since that aspect was a priority in the Carlisle Plan and also a healthy city objective. The Panel was also concerned to ensure that resources were in place to keep the high quality up and the Chairman was reassured by the Deputy Leader's comments.

In conclusion, the Deputy Leader; and Environment and Transport Portfolio Holder reiterated that the review of play provision in Carlisle was timely and would ensure that the highest standards could be maintained at all times. The City Council had, for the first time, set out the criteria for assessment and by which their play areas would be measured. As a result the community would be assured that the quality of provision was the best it could be.

In order to fulfil the aims of the review, Officers would draw up a programme of work using the outcomes of the review as a guide. The work programme would utilise existing City Council resources, plus any external sources of funding that may be available, in order to deliver a portfolio of high quality play facilities accessible to every child.

The Deputy Leader then moved the recommendations.

Summary of options rejected None

DECISION

That the Executive:

1. Approved the principles adopted for the review of children's play areas in Carlisle as set out in Report LE.32/13.
2. Agreed to delegate authority to the Director of Local Environment, in consultation with the Portfolio Holder, to implement the approved principles with regard to the individual play areas in line with the review findings.

Reasons for Decision

Raising the standards of the Council's children's play facilities would contribute to a number of 'Carlisle Plan' objectives and also impact on wider social issues such as health and physical activity of young people.

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 07 November 2013

Issue	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		30 May 13	11 Jul 13	22 Aug 13	3 Oct 13	19 Nov 13	9 Jan 14	13 Feb 14	27 Mar 14
CURRENT MEETING - 19th November															
Tullie House Trust							Business Plan 2013/14 - 2016/17					✓			
Performance Monitoring Reports	✓						Reporting of performance relevant to remit of Panel	✓		✓		✓		✓	
Budget 14/15 - 18/19		✓	✓				Consideration of service implications					✓			
TASK AND FINISH GROUPS															
Hate Crime			✓				To appoint Members to Task Group and determine Terms of Reference			✓				✓	
Customer Access Strategy			✓				To appoint Members to Task Group and determine Terms of Reference			✓				✓	
Community Centres				✓			Monitor implementation of recommendations						✓		

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 07 November 2013

Issue	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									
								30 May 13	11 Jul 13	22 Aug 13	3 Oct 13	19 Nov 13	9 Jan 14	13 Feb 14	27 Mar 14
FUTURE MEETINGS															
Crime and Disorder Reduction Partnership	✓		✓				To consider Strategic Assessment 2013 Partnership Plan 2014/15						?	✓	
Carlisle Sports Facility Strategy 2013-23			✓				Scrutiny of draft strategy		✓				✓		
Riverside Carlisle				✓			Monitoring progress and developments of joint working		✓					✓	
Arts Centre		✓					Scrutiny of reports detailing progression of Arts Centre		✓						
Scrutiny Annual Report			✓		✓		Draft report for comment before Chairs Group							✓	
COMPLETED ITEMS															

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 07 November 2013

Issue	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		30	11	22	3	19	9	13	27	
								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar	
Carlisle's Play Provision Action Plan											✓					
Revenue & Benefits Services											✓					
Benefits Advice Service											✓					
Localisation of Council Tax											✓					
Transformation					✓	✓					✓					

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 07 November 2013



Issue	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		30	11	22	3	19	9	13	27
								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
							13	13	13	13	13	14	14	14	
CCTV		✓				✓			✓						
Shaddongate Resource Centre					✓		✓								
Regulatory Reform Order – Empty Property Policy Amendments		✓					✓								
INFORMATION ONLY ITEMS															
Details								Date Circulated							

Report to Community Overview and Scrutiny Panel

Agenda
Item:
A.4

Meeting Date: 19 November 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework: Yes
 Public / Private: Yes

Title: Quarter Two Performance Report 2013/14
 Report of: Policy and Communications Manager
 Report Number: PC 18/13

Purpose / Summary:

This Performance Report updates the Panel on the Council’s service standards that help measure performance. It also includes updates on key actions contained within the Carlisle Plan.

Details of each service standard are in the table at Appendix 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. The updates against the actions in the Carlisle Plan follow on from the service standard information in Appendix 2.

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.

Tracking

Executive:	16 December 2013
Overview and Scrutiny:	Community – 19 November 2013 Environment and Economy – 21 November 2013

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

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. CONSULTATION

The report was reviewed by the Senior Management Team at their meeting on 29 October 2013 and will be considered by the Overview and Scrutiny Panels on the following dates:

Community Overview and Scrutiny Panel	19 November 2013
Economy and Environment Overview and Scrutiny Panel	21 November 2013
Resources Overview and Scrutiny Panel	28 November 2013

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

Contact Officer: Steven O’Keeffe / Martin Daley **Ext:** 7258 / 7508
Appendices **Appendix 1 – 2013/14 Quarter 2 Service Standards**
attached to report: **Appendix 2 – Carlisle Plan Update**

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:

CORPORATE IMPLICATIONS/RISKS

Chief Executive's – Responsible for monitoring and reporting on service standards, customer satisfaction and progress in delivering the Carlisle Plan whilst looking at new ways of gathering and reviewing customer information.

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

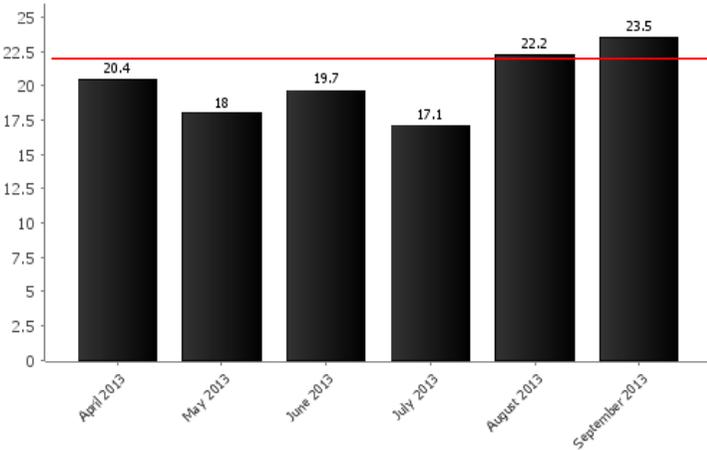
Governance – Responsible for corporate governance and managing team level service standards on a day-to-day basis.

Local Environment – Responsible for managing high level projects and team level service standards on a day-to-day basis.

Resources – Responsible for managing high level projects team level service standards on a day-to-day basis.

APPENDIX 1: 2013/14 QUARTER 2 SERVICE STANDARDS

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

Service Standard	Year to Date Figure (Average)	Performance by Month														
All new claims should be processed within 22 days	19.9 days	 <table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>Average Days</th> </tr> </thead> <tbody> <tr> <td>April 2013</td> <td>20.4</td> </tr> <tr> <td>May 2013</td> <td>18</td> </tr> <tr> <td>June 2013</td> <td>19.7</td> </tr> <tr> <td>July 2013</td> <td>17.1</td> </tr> <tr> <td>August 2013</td> <td>22.2</td> </tr> <tr> <td>September 2013</td> <td>23.5</td> </tr> </tbody> </table>	Month	Average Days	April 2013	20.4	May 2013	18	June 2013	19.7	July 2013	17.1	August 2013	22.2	September 2013	23.5
Month	Average Days															
April 2013	20.4															
May 2013	18															
June 2013	19.7															
July 2013	17.1															
August 2013	22.2															
September 2013	23.5															

This standard was previously measured in 2012/13 as the proportion of new claims that were processed within 28 days. This was a specific measure defined locally and consequently did not enable us to easily benchmark with other authorities. As a result we have now adopted the industry standard way of measuring the performance of this service. The Department for Work and Pensions (DWP) ranks authorities into quartiles and Carlisle's target is to not fall lower than the 2nd quartile.

Below shows the quartile ranges based on 2012/13 data. Carlisle's performance from April to September of 19.9 days would put us in the 2nd quartile. The slight deterioration in performance during the 2nd quarter is due mainly to annual leave.

DWP official figures for 2012/3:

- 6–18 days – Top Quartile
- 18-22 days – 2nd Quartile
- 22-28 days – 3rd Quartile
- >28 days – Bottom Quartile

Appendix 2: Carlisle Plan Update

PRIORITY – We will support the growth of more high quality and sustainable business and employment opportunities

The Council's Key Decisions will support business growth, with its services being viewed as 'business friendly' through working more closely with them to meet business' needs.

The public consultation on developing the Local Plan (LP) ended on 16 September. An exploratory Compliance Meeting with the planning inspector took place the following day. Initial consultation feedback of issues was raised to the LP Members Working Group on 10 October 2013. Following this it is recommended to insert an additional stage of consultation in the LP programme and thereby reduce the risk of any future challenge to the process of the LP being prepared. This would delay the programme by approximately six months. It is anticipated that a report outlining the additional stage of consultation would reach Full Council on 4 March 2014 with a period of consultation to commence thereafter (update 10 Oct 2013).

A Prospectus for Carlisle has been commissioned with the content currently being developed. This document will reflect the positive messages from the Carlisle Story. The first draft was due by the end of October 2013.

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

This priority supports tourism, the arts and creative industries. It is recognised that arts and leisure are important in making Carlisle a great place to work, live and visit. Developing public realm improvements is a key piece of work under this priority. This involves the City and County councils working together.

The first set of designs for street signage has been received and will be used to display / identify business sponsorship for the winter lighting scheme. Gateway signage and interpretative signage in the City Centre at key entry points is also being progressed (update 8 Oct 2013).

The Tourist Information Centre (TIC) relocated and reopened within the Old Town Hall on the agreed date of 1st July 2013. The work was overspent by £16k due to a notified reduction in grant offer of £18k by English Heritage. This notification was received on 25th June 2013 when the works were substantially complete thereby preventing the introduction of any cost reduction measures.

An inception meeting for phase 2 was held on 11th July 2013. A draft business case and Project Initiation Document (PID) have been prepared with the tender process already underway. Implementation will take place during 2014/15 with the work focussing on the interior of the building and providing a more modern and enhanced tourist information facility.

The budget for the Arts Centre was approved by Full Council on 10th September 2013. There has been a delay in the procurement process but this is not anticipated to impact on the timescale for the project. A pilot arts programme will run until May 2014 before close down for refurbishment. Managing reputation has been identified as a risk during the pilot programme. To mitigate this risk a pro forma / risk assessment has been designed for each user. A user-satisfaction stream is also being developed.

Other activity regarding this priority includes organised projects for young people in Harraby, Longtown, Brampton, Castle ward, Belah and Morton. These activities will engage young people aged 14-19 and take place in the evening to offer positive activities and the chance to participate in sport. This will be an initial engagement period to launch the schemes during the summer holidays. Disability sessions have also been organised at the Sands Centre and James Rennie School.

The Sport and Physical Activity Strategy is now finalised. The delivery plan has also been finalised to include elements of the 'facility needs assessment' and the 'playing pitch needs assessment'. All projects are aligned to meet the headlines of the Sport and Physical Activity Strategy and projects are being set up and monitored accordingly.

Harraby campus work is progressing well after agreement being signed between the two Councils on 11th July 2013. A business plan is being written with the Harraby sports group to include sports development to drive the business.

Tenders were received to build the cycleway ramp at Willowholme on 2nd August 2013. All came in over budget. After a value engineering exercise, the lowest tender was still circa £35k over the construction budget of £330k. A new project will be developed in line with the aims and objectives of the s106 funding. Options will be taken through the normal decision making process (update 10 Oct 2013).

PRIORITY - We will work more effectively with partners to achieve the City Council's priorities

The City Council wants to establish Carlisle as a nationally recognised sub-regional capital by becoming an effective partner in the key areas of housing and economic growth.

The Home Improvement Agency (HIA) has helped 73 clients to date including 35 home visits. Work has been delivered under the Electrical Safety Council Grant funding, the Sanctuary Scheme for victims of domestic and sexual violence, and the Keep Safe scheme for victims of anti-social behaviour.

Five volunteers have been recruited with a further eleven volunteers in process under the Community Neighbour programme. Other staff resource issues include the recruitment of a Housing Caseworker, while the position for a Customer Services Apprentice has been advertised. A Graphic Designer has been appointed to develop the marketing of the HIA.

There have been difficulties in initiating the marketing of the managed repair services due to the delay in gaining agreement on a code of conduct with contractors (update 6 Oct 2013).

A HIA case manager software system for case workflow management has been installed and SIG Energy has been selected as Carlisle's ECO provider, potentially leading to an investment of £5m of affordable warmth and energy efficiency measures.

PRIORITY - We will work with partners to develop a skilled and prosperous workforce, fit for the future

The City Council continues to work closely in partnership both locally and regionally.

The City Council continues to work closely with partners through the Carlisle Economic Partnership (CEP). Part of the CEP action plan of key priorities sets out actions to address skills gaps by identifying skills needs for growth and encouraging provision which meets those needs. One of the outputs for this priority is to hold a careers event where young people can meet representatives of local businesses.

The City Council has worked in partnership to establish a Business Interaction Centre (BIC) at Paternoster Row which opened for business in August 2013. University of Cumbria Business School are based there and activity is about stimulating enterprise. Small businesses are already renting space and there is a waiting list for hot desk spaces.

The Edge initiative is being delivered as part of the Carlisle Growth Hub. This project is a collaboration of Cumbrian Colleges, the University of Cumbria and training providers. It is a Skills Support for the Workforce Project funded by European Social Fund and co-financed by the Skills Funding Agency. This was delivered through the CEP as key priority 1, action 1 for business. There are additional actions within this priority which will continue to engage partners in exploring options for funding or opportunities to support business growth. For example, the City Council is supporting the Knowledge Transfer Project which will help maximise the potential of 'e'-commerce by supporting local retailers (SMEs) and especially independents to make use of the internet to promote and grow their business. This two year project will support businesses to develop specific products together with experts from the University of Cumbria with the aim of maximising the use of proposed City Centre WiFi, using apps, for example, to support the local economy.

PRIORITY - Together we will make Carlisle clean and tidy

The City Council recognises the shared responsibility between it and the community and is committed to a pro-active approach to making Carlisle a place that its residents can be proud of.

Clean up Carlisle

An update from the Enforcement and Education Team is provided on the next page. Presentations have also been given to 1200 junior school children and an anti-litter project has been carried out with 230 Year 7 students.

A new tactic of 'bagging and flagging' dog waste has been used to draw attention to the problem in specific areas such as Hammond's Pond. As the small flags draw attention to the dog waste, owners are more likely to clear up after their dog.

A new batch of 30 litter bins has been delivered with built-in ashtray to catch smoking-related litter. These will replace existing bins as they become unserviceable.

Public Realm Improvements – Castle Street / Historic Quarter

Slight amendments have been made to the draft traffic order to ensure accuracy, following discussions with the County Council. The City Council will now carry out the consultation once the draft is completed. Formal objections will be considered by the Highways and Transport Working Group on 16th December with formal approval by the Local Committee on 23rd January 2014 (update 9 Oct 2013).

Enforcement Update 2013/14 to end of September

Enforcement Area	Year to Date
Dog Fouling	
No. of Dog Fouling Complaints received	281
No. of Dog Fouling Fixed Penalties Issued	22
No. of Dog Fouling Prosecutions	8
No. of Fixed Penalties Issued for failing to keep a dog on a lead	7
No. of Prosecutions for failing to keep a dog on a lead	3
Fly Tipping	
No. of Fly Tipping Complaints received	174
No. of Fly Tipping Prosecutions	1
Litter	
No. of Littering Fixed Penalties Issued	31
Warning letters issued to Juveniles	5
No. of Littering Prosecutions	1
Fly Posting	
No. of Warnings delivered for Fly Posting	7
No. of Fixed Penalties Issued	8
Waste Receptacles	
No. of Waste Receptacle Complaints received	54
No. of Fixed Penalties Issued	8
No. of Waste Receptacle Prosecutions	1

There are also prosecutions pending for the following:

Fly Tipping/Duty of Care x 1

Dog Fouling x 1

Dogs off lead x 4

Litter x 3

Waste Receptacles x 1

PRIORITY - We will address Carlisle's current and future housing needs

The City Council recognises the need to provide several hundred homes per year to support economic growth. It is committed to planning for this future housing need by working with key partners to ensure that these plans deliver high quality homes that are affordable, energy efficient and sustainable. The Council's Housing Strategy is key to this priority. Under this strategy are several programmes focusing on certain areas.

Delivery of the Affordable Housing Programme:

Riverside has reached agreement with Lovell to deliver and manage 37 affordable homes in the Raffles area at Dalton Avenue. A planning application was submitted on 23rd July 2013 for these properties; 23 two-bed homes, 6 three-bed homes, 4 four-bed homes and 4 two-bed bungalows. An early timetable anticipates that contracts will be exchanged by November 2013, with a start on site by February 2014. The programme has a tight timeframe of completion by 31st March 2015 in order to meet the stipulation of the Homes and Communities Agency (HCA) funding.

Empty Homes:

The Cluster of Empty Homes Scheme has approved 13 grants (target is 45) having committed £64,579 of grant.

Twenty six live applications are being progressed by clients, while new enquiries continue to be inspected (update 14 Oct 2013).

By the end of September 2013 the YMCA were due to have delivered 20 units (four have been delivered, another ten are in progress). The overall target is to deliver 45 units by the end of December 2014 (i.e. five per quarter). A meeting with Carlisle YMCA will be held during October to discuss ensuring that targets are reached. The impact of a loss of funds by the YMCA (funded by Tribal) to deliver their grant scheme is outside of the control of Carlisle City Council (update 10 Oct 2013).

Gypsy and Traveller Transit Site:

Delivery of the transit site is an integral part of the City Council's contract with Homespace. Progress has been slow to date but planning permission has now been granted and, as per the contract, Homespace now have eight weeks to deliver the hard standing. A staged timetable is in place for the remaining development.

Report to Community Overview and Scrutiny Panel

Agenda
Item:
A.5

Meeting Date: 19th November 2013
Portfolio: Culture, Health, Leisure and Young People
Key Decision: Not Applicable:
Within Policy and
Budget Framework YES
Public / Private Public

Title: TULLIE HOUSE MUSEUM & ART GALLERY TRUST BUSINESS
PLAN 2014/15
Report of: The Deputy Chief Executive
Report Number: SD 09/13

Purpose / Summary:

This report introduces the Tullie House Museum and Art Gallery Trust 2014- 2017 Business Plan to the Community Overview and Scrutiny Panel.

A rolling three-year Tullie House Business Plan is produced on an annual basis 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, which states that the Business Plan submitted by the Trust to the City Council should be used as the basis agreeing funding.

The City Council’s Executive has requested that the Community Overview and Scrutiny panel’s opinion is sought to inform their own review and consideration of the Business Plan and the provision of associated core funding to the Trust.

Recommendations:

It is recommended that the Community Overview and Scrutiny Panel consider the Tullie House Museum and Art Gallery Trust 2014- 2017 Business Plan and provide comment and feedback to the City Council’s Executive on its content.

Tracking

Executive:	18th November; 16th December
Overview and Scrutiny:	19th November
Council:	

1. BACKGROUND

1.1 The Council on 14th December 2010 approved the principle of establishing a new Charitable Trust to run the Tullie House Museum and Art Gallery. Tullie House Museum and Art Gallery transferred from Carlisle City Council to an independent company on 5th May 2011.

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

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

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

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

2. PROPOSALS

2.1 Carlisle City Council’s Executive will consider the Tullie House Trust Business Plan on the 18th November and again on 16th December. Decisions taken with regard to the associated core funding to Tullie House will be reflected in the City Council’s budget setting process and agreed budget for the forthcoming financial year as well as in the Council’s Medium Term Financial Plan.

2.2 The City Council’s Community Overview and Scrutiny Panel are also being asked to review the Business Plan and feedback their views to the City Council’s Executive.

3. CONSULTATION

3.1 As outlined above the views of the Community Overview and Scrutiny Panel are being directly sought in relation to the Tullie House Business Plan and it’s basis for the provision of core funding.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1** It is recommended that the Community Overview and Scrutiny Panel review the Business Plan and provide feedback to the City Council's Executive in order to inform the Executive's own consideration of the plan and associated core funding levels.

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: 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 -

Community Engagement –

Economic Development –

Governance –

Local Environment –

Resources -



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Business Plan 2014/15 to 2016/17

1 INTRODUCTION

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

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

1.1 A vision for the redevelopment of Tullie House

This project is grounded in the Trust's vision that *'Tullie House will be one of the leading and most influential arts and cultural institutions in Cumbria, providing a vibrant and proactive centre for heritage and the arts in Carlisle. It will directly serve the people of the city and its visitors, playing a leading part in the cultural, social and economic life of the north of England...'* It would include:

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

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

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

Business Plan 2014/15 to 2016/17

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

1.2 Working with Carlisle City Council

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

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

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

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

1.3 Strategic themes

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

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

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

Business Plan 2014/15 to 2016/17

1.4 Organisation of this document

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

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

DRAFT

2 HIGHLIGHTS OF THE PAST YEAR

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

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

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

Business Plan 2014/15 to 2016/17

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

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

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

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

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

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

3.1 Cumbria's 20:20 Museum

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

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

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

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

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

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

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

Business Plan 2014/15 to 2016/17

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

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

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

3.1.2 Next steps

The Trust will:

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

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

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

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

3.2.1 Carlisle City Council

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

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

3.2.2 National partnerships

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

3.2.3 International partnerships

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

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

3.2.4 Regional partnerships

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

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

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

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

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

3.2.5 Major Partner Museum

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

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

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

The Trust's CMC programme includes:

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

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

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

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

Tullie House's key target audiences are:

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

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

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

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

4.1 The temporary exhibition programme

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

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

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

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

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

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

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

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

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

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

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

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4.2 The learning programme

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

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

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

4.3 Digital technology

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

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

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

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

4.4 The community engagement and volunteer programme

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

4.5 Loans

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

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

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

5 RESOURCES: Organisation development, income generation and premises

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

5.1 Developing the organisation

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

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

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

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

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

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

5.2 Income generation opportunities

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

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

5.2.1 Profile raising and marketing

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

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

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

5.2.2 Increasing visitor spend per head

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

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

5.2.3 Fundraising

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

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

- Corporate sponsorship, and
- Membership schemes.

5.2.3.1 Personal giving

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

5.2.3.2 Corporate sponsorship

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

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

5.2.3.3 Membership schemes

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

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

5.2.4 Strategic commissioning

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

5.2.5 Other museum-related charges

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

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

5.2.6 Trading income

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

5.2.6.1 Catering

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

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

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- Re-launch of the Sunday offer.

5.2.7 Renewing the CMC's funding

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

5.3 Key premises issues

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

5.3.1 Herbert Atkinson House

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

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

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

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

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

5.3.2 The main Tullie House premises – the Art Gallery

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

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

5.3.3 Shaddon Mill

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

5.3.4 The Guildhall

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

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6 BUDGET COMMENTARY

6.1 Introduction and key budget assumptions

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

The key budget assumptions we have made are as follows:

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

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

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

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6.2 Income

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

Summary of proposed income increases from activities of new Fundraiser:

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

6.3 Expenditure

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

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

6.3.1 Payroll

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

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

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

6.3.2 Utilities

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

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6.3.3 Consumables

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

6.3.4 Central services

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

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

6.3.5 Special exhibitions

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

6.3.6 Marketing and maintenance

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

6.3.7 Future savings

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

6.4 Budget: conclusion

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

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

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

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LIST OF APPENDICES

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

Appendix B - Exhibitions and Events Programme

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

Appendix D - Unrestricted Reserves, capital expenditure and cash

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

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

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

6. CONTENT OF BUSINESS PLANS

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

Business Plan 2014/15 to 2016/17

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

Carlisle City Council Performance Monitoring

Customer

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

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



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.

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Appendix B-Exhibition and Events Programme

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



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



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



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



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



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



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



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



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

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

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



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

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

£ thousand, in constant 2013/14 prices		Baseline Year	Plan Year			% Increase Year 3 over Baseline
		2013/14	Year 1 - 2014/15	Year 2 - 2015/16	Year 3 - 2016/17	
		Budget £k	Draft budget £k	Draft budget £k	Draft budget £k	
Income	Tullie House Trust	1,831	1,848	1,566	1,605	-12.4%
	Of which:					
	Carlisle City Council grant	1,232	1,232	982	982	-20.3%
	Carlisle City Council central services	99	102	0	0	
	Generated income	500	514	574	613	22.6%
	Arts Council England (ACE) CMC grant	589	582	0	0	-100.0%
	Cumbria Biodiversity Data Centre (CBDC)	89	93	97	101	13.7%
	Total income	2,509	2,522	1,663	1,706	-32.0%
Expenditure	Payroll:	1,267	1,296	945	947	-25.2%
	Of which:					
	Tullie House Trust-funded	916	941	881	881	-3.8%
	ACE funded	290	293	0	0	-100.0%
	CBDC funded	61	62	64	66	8.6%
	Utilities (all Tullie House Trust-funded)	159	162	166	171	7.5%
	Other Costs:	1,082	1,125	626	604	-44.2%
	Of which:					
	Tullie House Trust-funded	680	648	595	598	-12.1%
	Carlisle City Council central services	99	102	0	0	
Development plan costs	0	80	25	0	0.0%	
ACE-funded	299	289	0	0	-100.0%	
CBDC-funded	4	7	7	7	30.0%	
	Total expenditure:	2,508	2,583	1,737	1,722	-31.3%
Surplus/(Deficit) - (All attributable to Tullie House Trust)		2	-60	-74	-16	
To be funded from Reserves		-	80	75	20	
Unrestricted Reserves - Expected balance at Year-end		508	448	373	353	



Appendix D– Unrestricted Reserves, capital expenditure and cash

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

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

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

2. Effect of business plan projections on Unrestricted Reserves

Unrestricted Reserves – opening balance at March 2014	
£508k	
Surplus generated March 2015	£20K
Planned use of reserves in:	
Baseline Year (2013/14)	
£nil	
Year 1 (2014/15):	
Development plan	£80k
Year 2 (2015/16):	
Development plan	£25k
Year 3 (2016/17)	
Excess of other costs over income	£20k
Unrestricted Reserves – closing balance at March 2017	£353k

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

Business Plan 2014/15 to 2016/17

3. Major capital expenditure

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

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

4. Cash Position

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

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

