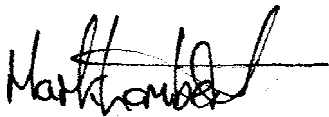


COUNCIL

SUMMONS

To the Mayor and Members of Carlisle City Council

You are summoned to attend the Meeting of Carlisle City Council which will be held on **Tuesday, 07 January 2014 at 18:45**, in the **Council Chamber, Civic Centre, Carlisle, CA3 8QG**



Director of Governance

AGENDA

1. The Mayor will invite the Chaplain to say prayers.
2. The Town Clerk and Chief Executive will open the meeting by calling the roll.

3. **Minutes**

The Council will be asked to receive the Minutes of the meeting of the City Council held on 5 November 2013.

4. **Public and Press**

To determine whether any of the items of business within Part A of the Agenda should be dealt with when the public and press are excluded from the meeting.

To determine whether any of the items of business within Part B of the Agenda should be dealt with when the public and press are present.

5. Declarations of Interest

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

6. Announcements

- (i) To receive any announcements from the Mayor
- (ii) To receive any announcements from the Leader of the Council
- (iii) To receive any announcements from Members of the Executive
- (iv) To receive any announcements from the Town Clerk and Chief Executive

7. Appointment of Vice Chairman

Pursuant to Minute C.86/13, the Mayor will invite nominations and seconding for the appointment of a Vice Chairman of the Resources Overview and Scrutiny Panel for the remainder of the 2013/14 Municipal Year.

8. Questions by Members of the Public

Pursuant to Procedure Rule 10.1, the Town Clerk and Chief Executive to report that no questions have been submitted on notice by members of the public.

9. Presentation of Petitions and Deputations

Pursuant to Procedure Rule 10.11, the Town Clerk and Chief Executive to report that no petitions or deputations have been submitted by members of the public.

10. Questions from Members of the Council

Pursuant to Procedure Rule 11.2, the Town Clerk and Chief Executive to report that no questions have been submitted on notice by Members of the City Council.

11. Executive

(a) Minutes

The Council will be requested to receive the Minutes of the meetings of the Executive held on 28 October; 18 November; and 9 and 16 December 2013 and ask questions of the Leader and Portfolio Holders on those Minutes.

(b) Portfolio Holder Reports

The Council will be asked to receive reports from the following Portfolio Holders:

- | | |
|--------------------------------------------------------------|----------------|
| (i) <u>LEADER</u> | 7 - 10 |
| (ii) <u>FINANCE, GOVERNANCE AND RESOURCES</u> | 11 - 20 |
| (iii) <u>ENVIRONMENT AND TRANSPORT</u> | 21 - 24 |
| (iv) <u>ECONOMY AND ENTERPRISE</u> | 25 - 28 |
| (v) <u>COMMUNITIES AND HOUSING</u> | 29 - 34 |
| (vi) <u>CULTURE, HEALTH, LEISURE AND YOUNG PEOPLE</u> | 35 - 36 |
- and ask questions of the Leader and Portfolio Holders on those Reports.
(Copy Reports herewith)

12. Overview and Scrutiny

The Council will be asked to receive the Minutes from the following meetings of the Overview and Scrutiny Panels and to ask questions of the Chairmen; and receive reports from the Chairmen of the Overview and Scrutiny Panels:

- | | |
|---------------------------------------------------------|----------------|
| (i) <u>Community Overview and Scrutiny Panel</u> | 37 - 38 |
|---------------------------------------------------------|----------------|
- (a) Minutes of the meeting held on 19 November 2013
(b) Chairman's Report

- (ii) **Resources Overview and Scrutiny Panel** **39 - 40**
(a) Minutes of the meeting held on 28 November 2013
(b) Chairman's Report
- (iii) **Environment and Economy Overview and Scrutiny Panel** **41 - 42**
(a) Minutes of the meetings held on 17 October and 21 November 2013
(b) Chairman's Report

(Copy Reports herewith)
- 13. Regulatory Panel**
To receive the Minutes of the meeting of the Regulatory Panel held on 20 November 2013.
- 14. Development Control Committee**
To receive the Minutes of the meetings of the Development Control Committee held on 9 and 11 October; and 13 and 15 November 2013.
- 15. Employment Panel**
To receive the Minutes of the meeting of the Employment Panel held on 12 November 2013.
- 16. Notice of Motion**
Pursuant to Procedure Rule 12, the Town Clerk and Chief Executive to report that no motions have been submitted on notice by Members of the Council.
- 17. Proposals from the Executive in relation to the Council's Budget and Policy Framework**
- (i) **ASSET REVIEW BUSINESS PLAN - REFRESH OF DISPOSAL PROGRAMME** **43 - 72**
Pursuant to Minute EX.121/13 and EX.158/13 to consider a recommendation from the Executive that the Asset Review Business Plan - Refresh of Disposal Programme be approved and adopted as part of the Council's Policy Framework.
(Copy Report RD.67/13 and Minute Extracts herewith)

(ii)	<u>REVIEW OF RESERVES AND BALANCES</u>	73 - 90
	Pursuant to Minute EX.139/13 and EX.156/13 to consider a recommendation from the Executive that the City Council approve the release of the LSVT Warranties Reserve to the General Fund Reserve. (Copy Report RD.66/13 and Minute Extracts herewith)	
(iii)	<u>TULLIE HOUSE BUSINESS PLAN</u>	91 - 150
	Pursuant to Minute EX.140/13 and EX.157/13 to consider recommendations from the Executive concerning the Tullie House Museum and Art Gallery Trust Business Plan 2014 - 2017 as detailed in Report SD.12/13. (Copy Report SD.12/13 and Minute Extracts herewith)	
(iv)	<u>DATES AND TIMES OF MEETINGS FOR 2014/15</u>	151 - 170
	Pursuant to Minute EX.148/13 to consider recommendations from the Executive that the City Council approve the Schedule of dates and times of meetings of the Council and Committees for the Municipal Year 2014/15, including the additional meetings scheduled for May 2014, as set out in the Schedule attached to Report GD.01/14. (Copy Report GD.01/14 and Minute Extract herewith)	
(v)	<u>REVIEW OF POLLING ARRANGEMENTS</u>	171 - 200
	Pursuant to Minute EX.159/13 to consider the recommendations contained within the Report of the Director of Governance following the review of polling arrangements. (Copy Report GD.03/14 and Minute Extract herewith)	
18.	<u>MANAGEMENT ARRANGEMENTS</u>	201 - 208
	Pursuant to Minute EMP.22/13 to consider a recommendation from the Employment Panel that the City Council approve the deletion of the post of Director of Community Engagement from the establishment. (Copy Report CE.01/14 herewith)	
19.	<u>Decisions Taken as a Matter of Urgency</u>	209 - 212
	Pursuant to Overview and Scrutiny Procedure Rule 15(i), the Director of Governance to report on decisions taken as urgent decisions and dealt with as a matter of urgency without the need for call-in.	
	It is a requirement under the above Procedure Rule 15(i) for decisions taken as a matter of urgency to be reported to the next available meeting of the City Council. (Copy Report GD.02/14 herewith)	

20. Communications

To receive and consider communications and to deal with such other business as may be brought forward by The Mayor as a matter of urgency, in accordance with Procedure Rule 2.1(xiv) to pass such resolution or resolutions thereon as may be considered expedient or desirable.

PART 'B'

To be considered in private

Report to:

Council

Agenda
Item

11(b)(i)

Meeting Date: 7 January 2014

Public/Private*: Public

Title: **Leaders Portfolio Holder's Report –
Councillor Colin Glover**

E-billing marketing

We are promoting our e-billing message again with another iPad competition. Sign up before Friday 28 February 2014 for a chance to win. Promotion has been done through press release, website homepage, facebook, twitter and a number of direct mail letters to households currently paying their council tax by direct debit. Our reception staff are also approaching residents in the Civic Centre to promote the competition and take sign ups immediately.

Digital Champions

Work is continuing with a Digital Champions group to help increase our activity and engagement through social media. Work is also focussing on updating our web pages to ensure the content is relevant.

Carlisle Fireshow and Fireshow Funday

The Fireshow was held in Bitts Park on Saturday 2 November with pre-entertainment starting at 6.30pm. Approximately 35,000 people attended the event. Themed on 'The Carlisle Story', it animated the city's history with a dramatic tale that started in Roman times and included the Great Fire of Carlisle in 1292. There was also an appearance by the menacing Sheriff de Lucy who refused the citizens of Carlisle their right to trade, (all because the great fire burnt away the documents proclaiming their rights to trade) and the resurgence of the city as a thriving market town by King Edward III.

In conjunction with the Fireshow, a Fireshow Funday was held in the city centre between 2pm and 6pm. In addition to a free photo booth and facepainters in the Tourist Information Centre, there were street performers - including a duo walkabout comedy show, a tightrope walker, a stilt walker, a fire show performance. There was also a Carlisle Dance

Academy flash mob and music on the bandstand. Despite the wet weather, the event was very popular and feedback was very positive.

Christmas Lights Switch On

The Christmas Lights Switch On was held on Sunday 17 November, between 2pm and 5.30pm. Approximately 10,000 people attended the event. The event had a selection of local bands and celebrity acts. A big screen was used to advertise local businesses.

Festive events programme

Work was undertaken to promote the festive events programme which this year included an International Christmas Market, a Santa's Grotto in the Tourist Information Centre, the Christmas Carol Parade and the Market Hall Festive Fun Day. Support was also provided for the Small Business Saturday initiative.

The Coca Cola truck was extremely well received in the city centre and our festive lighting provided a perfect backdrop for this world famous truck. The International & MIC Markets included a lot of new traders this year and was well subscribed despite inclement weather closing it (for safety) on the Thursday, although some traders re opened for late night shopping in the afternoon.

2014 Events

Talks are underway with partners and stakeholders to organise a range of events for 2014, this will include commemorative events marking the commencement of the anniversary of the First World War. A full list of events will be published.

Rosemary Lane

Rosemary Lane (McDonalds) now has upgraded lighting and has been repainted. Economic Development and Community Engagement teams are working together to implement a scheme using CDRP monies which will see the installation of panels within the lane featuring imagery from the Sense of Place image library to reflect the all round Carlisle offer.

Carlisle Ambassadors' Meeting

On Monday 18th November, over 50 representatives of Carlisle's business community, including Story Construction, Armstrong Watson, Edinburgh Woollen Mill, Clark Doors Baines Wilson and many others attended the first ever Carlisle Ambassadors meeting, hosted by Kingmoor Park Properties Ltd.

Carlisle Ambassadors is a scheme that will unite businesses, organisations and individuals across the area in a powerful network to change perceptions of the city and area and raise its profile.

It was a tremendous turnout of the area's most influential people and a good starting point for them to start spreading the word as they go about their business activities throughout the UK. There are some extremely successful companies in the city together with a culture and history that is second to none, all within an area of outstanding beauty. We want to wrap that up, brand it and sell it regionally, nationally and internationally.

These volunteer Ambassadors will act as proactive advocates for the city with the power to influence what is said about it, how it is marketed, how it is portrayed in the media and organise events to get it known and thought about by the people that matters.

We are delighted with the response from local businesses. The Carlisle Ambassadors will act as proactive advocates for the city with the power to influence what is said about it, how it is marketed, how it is portrayed in the media and organise events to get it known and thought about by the people that matters. We all need to encourage businesses to sign up and be part of this exciting scheme.

Borderlands Meeting

Earlier this year a report was commissioned by the Association of North East Council's on whether the North East and Cumbria would benefit from greater Scottish autonomy - known as the Borderlands Report. We were invited to participate in the development of this report which concluded that there were linkages particularly in relation to travel to work, shop and leisure flows, labour markets, migration, inward investment and sectoral linkages including supply chains and these could be maximised by collaboration and partnership working.

As a result of the report representatives of the authorities on the borders were invited to meet members of the Scottish Executive and it was agreed that a summit should be held in the New Year to explore opportunities to work together. It is anticipated that the meeting will identify priorities for working together to maximise the economy of the area by identifying economic linkages including strategic transport and communication, rural development and tourism.

Meeting Date: 7th January 2014

Public/Private*: Public

Title: **Finance, Governance & Resources Portfolio Holder's Report –
Councillor Dr Les Tickner**

GOVERNANCE

Legal Services

The sales following the auction on 16th October have now completed and the next phase of the property disposals programme will commence. Two other projects, the Fire Station and the City Centre WiFi project, are now underway and detailed legal input is required including the preparation of contracts and other legal documentation. Six criminal cases have been successfully prosecuted at the magistrates' courts – summonses were raised for benefit fraud and environmental offences. Officers have also been busy drafting two complex Framework Agreements, several s106 (planning) agreements, numerous contracts and development agreements and continue to provide specialist advice and support to all directorates and Members.

Licensing

The new Scrap Metal Dealers Act 2013 has been reported previously. The charging administrative and charging function is the responsibility of the Executive and the necessary reports have been prepared and adopted. Formatting of software, templates, vehicle licences have all been prepared and we have started to issue the new licences. A number of old licence holders have not applied, despite repeated mail shots with information. Necessary enforcement action will take place once current applications have been determined.

The Carlisle & Eden Best Bar None 2013 judging was completed in October and the awards were presented at a function at the Shepherds Inn on Tuesday 19 November. The Chief Constable, Mayor and other civic dignitaries from Carlisle and Eden were present.

The winners for Carlisle were:

- Best Bar None 2013 – Lloyd's No.1
- Best Club – Walkabout
- Best Pub – Turf Tavern
- Best Bar – Lloyd's No.1
- Best Rural - Graham Arms Hotel, Longtown
- Best Suburban premises – Gosling Bridge
- Best Hotel Bar – The Hallmark

On the financial front, fees under the Licensing Act 2003 are coming in this month, approx 400 transactions in total which accounts for nearly 50% of licensing annual income.

Electoral Services

The Annual Canvass is progressing. A total of just over 50000 initial forms were sent out at the start of October. The reminders were run towards the end of October and just over 22000 reminders were sent out at the start of November. Canvassers are now chasing up the non responders. The new register needs to be published in early February 2014.

The review of polling districts and polling places has now been completed and the report on the outcome of the review is considered elsewhere on the agenda.

Individual Electoral Registration (IER) continues to take up a considerable amount of time in both attending seminars/ courses and preparing documents such as the public engagement strategy, risk plan, project plan etc. in preparation for going live with IER in the summer of 2014. Members have recently received a presentation from a representative of the Cabinet Office on the introduction of IER as from June 2014.

Initial planning has been commenced with some preliminary arrangements made in respect of the joint European and City Council elections that are scheduled to be held on 22nd May 2014.

Health & Safety

Main areas of work:

- Working with the Refuse and Recycling team to comply with Improvement Notice served by HSE currently applying for an extension for meeting notice to the end March 2014

- Review of Environmental Performance / Energy Usage 2012/13
- Shared Services Risk Assessment Review
- Tullie House workstation assessments
- Review of Fire Risk Assessments for Civic Centre
- Re-engage safety audit process with Talkin Tarn

RESOURCES

Financial Services

Annual Audit Letter 2012/13

The Audit Commission have issued their annual audit letter which contains very positive comments in respect of the work undertaken by the authority during 2012/13. This report is being considered by the Audit Committee on 24th January.

Strategic Planning

The budget reports for 2014/15 to 2018/19 have been considered by the Executive and relevant Overview & Scrutiny Panels, with the Executive issuing its draft Budget Proposals for consultation purposes at its meeting on 16th December. The consultation process will end on 12th January with feedback being considered by the Executive later that week, following which the Executive will make final budget recommendations to Council on 4th February 2014. The savings required to ensure a balance budget is approved continues to be closely monitored by both SMT and the Transformation Board.

Digital and Information Services

Staff are participating in “train the trainer” training which is going extremely well.

This will enable D& IS staff to have the skills to deliver various training packages which will include:

- ICT Induction programmes (Officer and member)
- Office systems / Applications
- Digital security

Staff have also been busy implementing the recommendations of both the Audit of the IT Service Desk, Incident and Problem Management and the Business Continuity Audit. Whilst interim arrangements have been put in place to reduce the risk to Carlisle City Council in the short term both are on track to be completed by 31st March 2014 as agreed.

Work continues to engage with partner organisations in the third sector. The main project in this area at present is the proposed partnership between Deaf Vision and D &IS. Deaf Vision, a County wide charity have sold their Compton Street Offices and are looking to relocate and implement a agile mobile working solution for all their staff rather than be dependent on a future fixed base and have chosen D &IS as their preferred partner. Implementation of this project will enable Carlisle City Council to provide the skills and expertise with only a minimal impact on resources whilst generating income and benefit to the community. A similar agile working solution for Cumbria CVS in Barrow and Kendal offices was implemented successfully last month.

- Successful award of installation contract for Civic Wifi – installation currently underway for go-live by end of January 2014.
- Evaluation and procurement of mobile printing solution – Everyone Print – to work with Konica Minolta Copiers – Go live of January 2014.
- Procurement and implementation of Mobile devices for Councillors
- Successful installation of PC's and Smartboard conference facility for the RGN Hub at Brampton Community Centre.
- Tender process for Carlisle City Centre Wifi now shortlisted to 4 potential suppliers – Tenders to be completed by 20th December with Award in January and implementation starting March 2014.

We also continue to implement the transformation element on the City Council's website that enable customers to access online services such as Council Tax , NNDR and Housing Benefits.

Property and Facilities

Property Services – Disposal Programme

The disposal of the 3 assets, Treasury Court, Willowholme Industrial Estate and the Willowholme Depot, which went to auction in October, have now all been legally completed. In aggregate they realised circa £545,000 which takes the gross proceeds for all sales to date to a figure slightly in excess of £6m. Officers are now undertaking the preparatory work on the next tranche of assets which will come forward for disposal in the New Year, including several sites which have potential for future housing development.

Building and Facilities Projects December 2013

Tullie House

The re-covering of the roof of the Victorian building that houses the paintings and costumes collections has been completed. The original material was asphalt and in very poor condition. The new material is "Sarnafil" a single-layer pvc membrane with a 20 year guarantee. An additional outlet was formed as part of the project to reduce the risk of flooding due to a blocked outlet.

The project raised serious concerns about the risk of water ingress to the valuable collections below and also the risk of theft using the scaffolding and the vulnerability of the roof during the work as an opportunity. A stand – alone wireless alarm, monitored via the internet , was purchased and used on the project. In the event of an alarm the system sends a text message to a mobile phone monitored by a local security company who would send a patrolman to the site. Fortunately there were no alarms during the work, false or real. The roof has now been fully re-instated and the scaffold removed. The project included insulating the roof to a high standard.

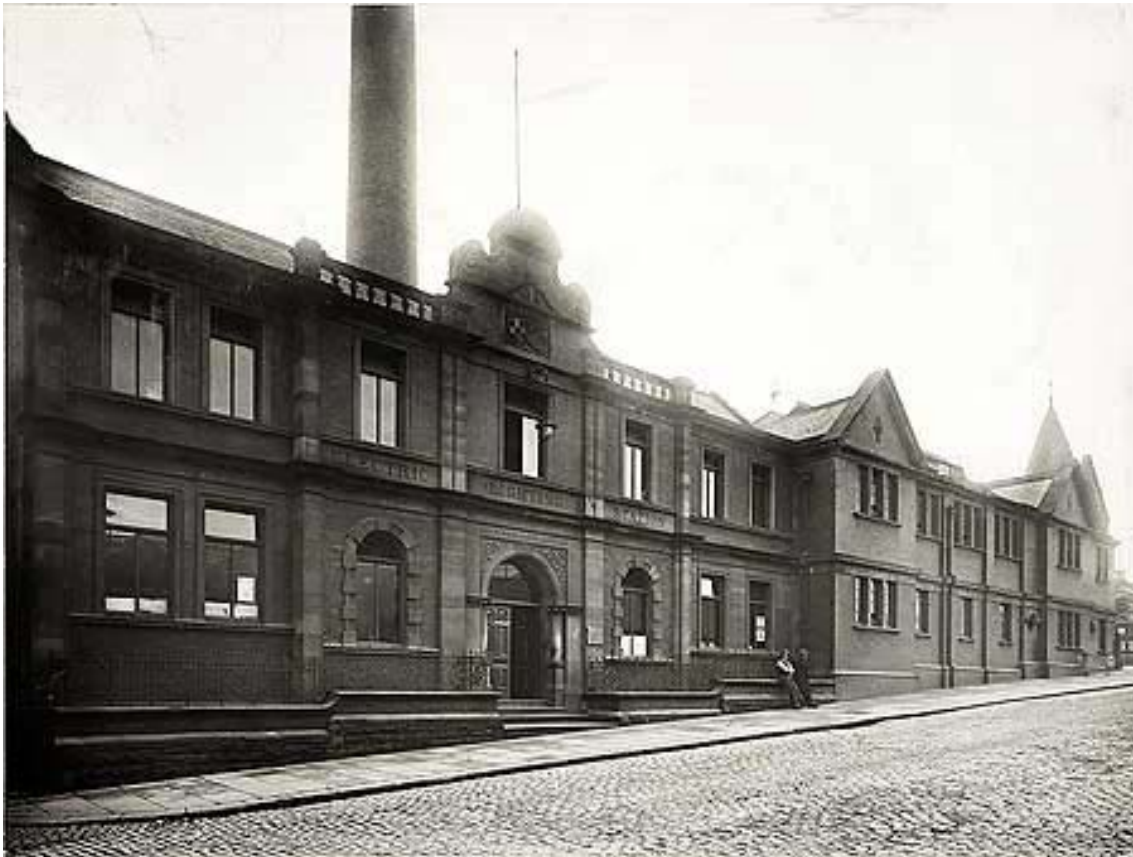
A separate document showing before and after photographs is attached).

Enterprise Centre

Work is ongoing to re-instate a suite of offices facing James Street that was damaged by flash flooding in July. An outbreak of dry rot was discovered during the strip out of damaged dry lining. The cause of the outbreak was a blocked gutter outlet / rainwater pipe. New access to the gutter has been created to enable regular checking and cleaning. An overflow chute has also been installed to prevent flooding to the inside.

Also at the Enterprise Centre the asphalt roof of Unit 42 has been re-covered with Sarna single layer pvc membrane. This is the start of a much larger programme of roof coverings to deal with the entire building over the next few years.

The stone repairs to the James Street facade of the building are now complete and the carved "Electric Lighting Station" lettering has been restored to a high standard by our in-house mason, Kevin Harkness who has been trained in these skills over the last few years.



**Photograph of the Electric Lighting Station in 1900, shortly after construction
(copyright English Heritage, John Laing Collection)**

Civic Centre

A meeting has been held with the County Council with a view to carrying out refurbishment of floors 3 and 4 (the last remaining upgraded floors in the building). The work is planned to commence in March 2014

Information Management

Service Standards

The second quarter performance report containing the service standards has been round the Overview and Scrutiny Panels and Executive in November and December. Performance against the service standards is generally positive with all targets being met. New standards have been developed to determine public satisfaction with local environment services.

Carlisle Plan

An update on the Plan is included in the performance report and is being implemented as projected. The delivery of the transit traveller site and Carlisle Story projects has both shown significant positive developments.

Community Asset Register

Over 50 assets have now been nominated under Part 5 Chapter 3 of the Localism Act 2011 for listing on the Community Asset Register. The majority of nominations are by parish councils. Each nomination is being assessed against the criteria before listing on the register. The Act gives community groups the right to nominate and then, should the circumstances arise, the opportunity to bid for local assets, if and when they are sold on the open market.

Information Management

Recent counts for information requests (From 16 October to 1 December):

- Environmental Information Regulations requests received - 20
- Environmental Information Regulations requests responded to - 20
- Freedom of Information requests received – 85
- Freedom of Information requests responded to - 68
- Data Protection Act subject access requests received - 1
- Data Protection Act subject access requests responded to – 0
- Data Protection Act s29/s35 requests received - 6
- Data Protection Act s29/s35 requests responded to – 4

Organisational Development

The seventh annual Celebration of Learning event took place at Tullie House on 3 December 2013 to celebrate the success of staff who achieved qualifications that year. The Leader of the Council and the Chief Executive spoke of the importance of investing in staff development and how this benefits the city as well as the organisation. Two members of staff also spoke about their experiences of learning and the difference it has made to them.

Carlisle City Council supported Save the Children's Christmas Jumper Day campaign by encouraging staff and Members to come to work on Friday 13 December wearing a Christmas jumper and donate £1 to the charity.

The annual Employee Opinion Survey takes place in January to find out how Carlisle City Council staff feel about working for the organisation. In 2013, 89.4% of staff rated the City Council as a good employer. The results of the 2014 survey will be shared with staff and Members in March.



BEFORE – Looking North



BEFORE – Looking South



AFTER – Looking south



AFTER – Looking north

Meeting Date: 7 January 2014

Public/Private*: Public

Title: **Environment & Transport Portfolio Holder's Report –
Councillor Elsie Martlew**

CITY ENGINEERS

Surfacing of Dacre Road/Devonshire Walk - The County Council have resurfaced these roads to the rear of the Castle. The existing roads were in a poor condition and badly drained. These problems have been resolved by the use of a high quality surfacing which enhances the high quality of the surrounding environment. The County should be complemented on this work.

Historic Quarter Parking and Loading Improvements - A formal public consultation has just started on proposals to create a restricted zone in the Historic Quarter of the City Centre. Public comments are invited on proposals to provide up to an additional 11 disc parking places, an additional 14 Blue Badge bay, and 13 loading bays which will be available for alternative parking uses outside loading hours. This work is part of ongoing plans to improve the public realm for users and businesses.

Festive Lights - The Festive Lights and Winter Light displays are now operational. This year, additional street lights have been illuminated with the display now including St Cuthbert's Lane, St Alban's Row and St Cuthbert's Churchyard.

CCTV

The City Council has been thoroughly vindicated by insisting that CCTV should be funded by the main user i.e. Cumbria Constabulary. The proposed county wide scheme will not see other district councils switch back on to CCTV.

We were expecting to contribute to the capital cost of the scheme however, there is some ambiguity as the Police Commissioner categorically stated on television that his office would fund the capital costs and the revenue costs would be funded by Cumbria Constabulary.

ENVIRONMENTAL HEALTH SERVICE

The Environmental Health Service has continued to increase its work in supporting local businesses. Presentations have been made at the Carlisle Business Interaction Centre, in conjunction with the University of Cumbria, to explain the role of regulation and the support available to small businesses from Carlisle City Council. The service has also been on hand to offer advice at events held by both the Chamber of Commerce and the Federation of Small Business.

It is pleasing to note that in surveys of businesses contacted by the Environmental Health Service **96%** of those contacted either agree or strongly agree that the Environmental Health Officers are both helpful and fair. A Business Support Strategy produced by the Environmental Health Service will be launched in the new year.

The Environmental Health Service have served 5 Abatement Notices for Statutory Nuisance on premises to control gulls nesting and breeding. With the control measured agreed in compliance with the Notices, and voluntary agreements which were also secured, 15 premises where the breeding and nesting of gulls was considered to be a problem in the summer of 2013 have now agreed control measures for the next breeding season which would otherwise not be carried out.

Social Media (Facebook) was recently used to promote a free micro chipping event with the overall aim of promoting responsible dog ownership. A total of 104 dogs were chipped and the social media posting turned out to be one of the most successful ever by Carlisle City Council.

Environmental Health Officer Michael Cunningham was again successful getting a place on the European Commission's Better Training Safer Food course on Food Hygiene and Controls on Meat and Meat Products. Our Environmental Health Officers regulate meat product premises such as Pioneer (Rosehill), Calder Foods (Burgh Road Industrial Estate) and Cavaghan and Gray (Durranshill) to ensure they comply with international law. The training not only benefits the competence of our officers it also puts Carlisle on the European map.

GREEN SPACES

Helped by better weather this autumn, the football pitches in the City Council's care are a fantastic resource for local sports clubs. Our pitches host about 30 matches every weekend, including age groups from 6 yrs to adult. That equates to about 12,600 players so far this season! The benefits to health and wellbeing are immeasurable, with children and adults alike burning the calories and keeping fit. We are proud that all our fixtures have been able to go ahead as planned with no cancellations due to pitches being unplayable, which is a great tribute to our Grounds team under Lee Lowis.

Healthy eating is another important function of the Council's green spaces, this time from the allotments. A rough estimate would suggest that the combined allotments in Carlisle produce over 30 tonnes of fresh fruit and vegetables every year – a significant amount of food that is fresh, nutritious and healthy and grown on the doorstep!

A £19,000 crime-busting improvement scheme has been completed in St James Park, Carlisle. Funded by Carlisle City Council, Riverside Housing, the Cumbria Police & Crime Commissioner, Cumbria County Council, the Carlisle & Eden Community Safety Partnership the works also had the support of the Denton Holme Community Association (Green Group) and Denton Holme Community Centre. The games area is now reopened with improved lighting and security fencing.

The area had previously been the target of anti-social behaviour and a series of crime prevention measures have been put in place to help design out crime. Works included:

- The removal of an old breezeblock wall and fencing around the perimeter of the MUGA;
- Levelling off the playing surfaces;
- New high 'ball court' double wire fencing around two sides of the site;
- Flood lighting improvements – the lighting will be controlled by a timer;
- General improvements to the site to clear the surfaces and clear away debris.

At St James's Park (Denton Holme) the project to improve the dilapidated ball courts was completed on time and within budget, making the facility safer and easier to access by all users. While not a full-scale MUGA, which would have cost 10 times the price, the ball court allows local youngsters to play 5-a-side football or basketball in a safe, controlled environment.

Winter bedding plants (pansies and polyanthus) are now safely in the ground and will provide a splash of colour to the parks and city centre during the winter and early spring.

Bereavement Services – With both cremators re-lined and functioning properly the next major piece of maintenance was the boiler which takes the waste heat from the cremators and uses it to heat the Chapel and other buildings in the complex. A leak was identified by the engineers which required some re-welding of the unit. Fortunately the contractor was able to complete the job over a weekend meaning that our operations were not interrupted.

Following the sad loss of Graeme Farish in September, further re-organisation of the workforce has taken place in order to make sure that the standard of care in Carlisle's cemeteries and crematorium grounds is maintained at the highest level.

STREET CLEANING AND WASTE SERVICES

The Bring Site project on schedule for implementation beginning April 2014. Purple sacks to wheeled bins - phase 1 is complete, preparation is underway for phase 2 early in the new year. Separate communication will be issued to Members about what is happening in their wards.

The Waste & Resources Action Programme has begun in earnest in identifying and evaluating the options for the future waste and recycling options in Carlisle.

Christmas collection timetable will be advertised and also be on the City Council website. Residents are asked to check their calendars.

TRANSPORT

Very positive meetings with Cumbria County Council and Swest Trans the transport authority for South West Scotland to discuss High Speed 2 and the necessary investment on the current west costs main line which is vital for the economy and well being of the region. It is vital that there is positive collaboration on these issues.

Meeting Date: 7 January 2014

Public/Private*: Public

Title: **Economy & Enterprise Portfolio Holder's Report –
Councillor Heather Bradley**

PLANNING

Local Plan

The Council received 1138 comments following the Local Plan consultation in the summer. Each response has been recorded, acknowledged and is now being considered in the Plan review stage as the document is modified in light of comments received.

Following the consultation it was decided that the Local Plan would benefit from a second stage of consultation on the preferred options to reflect some of the issues raised. This is due to commence in March 2014.

One of the issues was the housing target for the District. The summer consultation revealed that the housing target should be raised to 665 dwellings per annum, matching the growth projections from the Housing Needs and Demands Study. Suitable housing sites submitted through the consultation process have been assessed and included in the Local Plan for the second stage of consultation on the Preferred Options.

Work on updating the evidence base has progressed to reflect comments from the consultation. Further work to test the viability of the Local Plan has been commissioned. This work is crucial to determine whether the policies in the Local Plan will support sustainable development rather than constraining it. Drawing on the findings of the County wide Gypsy and Traveller Study a further allocation of Gypsy and Traveller sites have

been proposed in the Local Plan. There have also been many other updates including continuous dialogue with the County Council regarding infrastructure provision and incorporation of the forthcoming Local Enterprise Partnerships Strategic Economic Priorities.

City Centre Master Plan

A consultation was held on the City Centre Masterplan to feed into the Local Plan and on the basis of which to do more detailed work. A well attended Member workshop was undertaken as well as an exhibition to seek views on future development in the centre. More than 100 comments were received which will feed into the next stage of the Local Plan

ECONOMIC DEVELOPMENT

Small Business Saturday - 7th December

The inaugural Small Business Saturday was held on 7th December, one of the busiest shopping days of the year. The purpose of the event was to celebrate all UK small businesses and encourage communities to support them at a key time in the shopping calendar. A grass-roots national campaign, it encourages people to 'shop local' and support small businesses in their communities, both on the Saturday and beyond.

Within Carlisle, the City Council took the lead working with partners including the University of Cumbria, the Federation of Small Businesses and Cumbria County Council's Trading Standards team, offering support to local businesses.

On the day, 15 empty stalls in the Market Hall were taken up by small businesses (many without a retail presence) and Cumbrian schools. They used the opportunity to sell their products and/or services direct to members of the public alongside the permanent stall holders.

The feedback from the event in the Market Hall was very positive. The event as a whole, was well supported and received excellent publicity both locally and nationally. A similar event was held in Brampton run by Brampton Economic Partnership.

Member Workshop – Wednesday 20th November

The day covered three projects which would benefit from consultation with Members. These were: Old Town Hall Phase 2, Public Realm and City Centre Master planning. For those of you who were able to attend, it was the perfect opportunity to receive an update on each project and help inform officers as they begin the next phase of work. The discussions and debate during the sessions were helpful in directing future activity. Thank you to everyone who was able to contribute.

Councillor Heather Bradley
Portfolio Holder for Economy & Enterprise

Meeting Date: 7 January 2014

Public/Private*: Public

Title: **Communities & Housing Portfolio Holder's Report –
Councillor Jessica Riddle**

HOUSING & HEALTH SERVICES

Affordable Housing

The 2011/15 £2.4m HCA funded Affordable Housing Development Programme is on track to deliver 109 affordable rented units. Joint working between planning, property and housing has provided the platform to develop an affordable housing delivery programme.

Homelessness

During November we have taken 11 homeless applications and provided 59 advice and assistance appointments. We have issued nine decisions of which we have accepted a duty to one applicant and we have successfully prevented homelessness in 12 instances.

Accommodation and Support Services

The Accommodation and Support Services currently have a 92% occupancy rate; and the move on period from temporary accommodation is currently 8 weeks for singles and 6 weeks for families.

Partnership working with statutory and voluntary sector agencies is ongoing to deliver a programme of positive engagement activities for residents that improves their health and wellbeing, confidence and daily living skills. Programmes currently being delivered include:

- Financial / money management advice to be delivered in co-ordination with Barclays Bank
- ⇒ Christmas card competition raising £99.00 for Olivia Storey Trust (chosen by the residents)
 - ⇒ A programme of education and training sessions with students from Carlisle College for residents including childcare, health and beauty, daily living skills etc

- ⇒ Drop in sessions in partnership with Children's services and the Hebron church including a community cafe, crèche and child care services
- ⇒ Weekly art and crafts workshops are now taking place with families and children
- ⇒ A Christmas baking project with Hayton C of E school, Heathlands, Age UK, Carlisle Sustainable Food network and the hostel services to locally source and bake two Christmas cakes and 90 mince pies for the Christmas Fair

The Water Street Christmas Fair that took place on Saturday 14th December was a great success. The event was developed and co-ordinated by hostel services staff and residents, working in partnership with other local agencies and community groups to raise £200 for Macmillan Cancer. Everyone enjoyed seasonal carols and cakes; and the children particularly enjoyed the puppet show, face painting and visit from Santa.

Rough Sleepers

Carlisle City Council's Severe Weather Emergency Protocol (SWEP) for rough sleepers sets out the types of arrangements that are in place to ensure people are not at risk of dying on the streets during cold weather. The SWEP arrangements are triggered when the night time temperature is predicted to be zero degrees or below for 3 consecutive nights.

No Second Night Out (NSNO) is focused on helping those who find themselves rough sleeping on the streets within the district of Carlisle for the first time. Details of how to report is being advertised and the website is in the process of being updated; and there a new phone number that people can use to report rough sleeping (01228 817428). The County wide promise is that:

'we will investigate every report of a rough sleeper; every person reporting a rough sleeper will be contacted with feedback on what we have found; every new rough sleeper will be offered a solution'.

Carlisle City Council has successfully bid and been awarded £20,000 from the Cumbria NSNO funding to develop and establish a digital tenant and landlord matching and advisory service within the district as part of its preventative approach to homelessness and promotion of automated digital information services.

The NSNO funding award will be used alongside Homeless Prevention Grant and Discretionary Housing Payment Grant to deliver the new service.

Based upon local intelligence and homelessness data (over 3 years) Carlisle City Council estimate that approximately 100 single non statutory homeless people will be directly assisted by this scheme;

Affordable Warmth

Following the Autumn statement announcements, we will be working over the winter with SIG energy management to target low income households who qualify for free measures

under the Home Heat Cost Reduction Obligation (HHCRO). Homelife Carlisle will be the main point of contact for HHCRO funding. SIG will also carry out direct marketing in the District.

Welfare Advice Service

The service operates within the Cumbria Advice Network and is a key partner in the delivery of the advice transitions fund (Law Centre lead) that will deliver a web based outreach service.

For the period 1st April 2013 to 27 November 2013, the team have increased income to the local economy via benefits gains of £1,043,027.20. 334 people have made enquiries with a total of 744 interviews/appointments made including 106 home visits. A further 384 people have received in depth telephone advice. 110 people have assessed the service as excellent. The key referring agencies are the Hostels and Homelessness team, Adult Social Care, and Homelife Carlisle

Disabled Facilities Grants

Homelife - Home Improvement Agency (HIA)

In October and November, Homelife Carlisle carried out 33 home visits. Four referrals were received for the Sanctuary Scheme for victims of Domestic Violence and four referrals were received for the Keep Safe scheme for victims of anti-social behaviour. Homelife Carlisle also provided telephone help and advice to 163 clients.

The Community Neighbour Coordinator, whose role is to develop a volunteer network to provide low level support to older people in their own homes, has recruited 36 volunteers, of which 12 are currently being matched to clients. 6 are currently working with clients.

Landlord Accreditation

There are currently around 132 landlords participating in the Accreditation Scheme, covering just over 500 properties that includes licensed and unlicensed Houses in Multiple Occupation and single private rented properties. A Cumbrian wide approach to accreditation, involving a third party in the accreditation process is currently being developed. As part of the process, a consultation exercise with accredited landlords is taking place. The purpose of the consultation is to identify the benefits of the current scheme and how it can be improved. To date, we have received 31 responses. These will be analysed and inform how we go forward.

Communities & Housing (Equalities / Compact)

Over the last year the Compact has provided a shared framework for the development of Community Centre Business Plans, this work will continue to with a new Service Level Agreement for Community Centres. The Cumbria Compact annual event was held on 22 November; the programme was centred on 'supporting the Cumbrian Third Sector to Thrive' and included items on Social Value and Social Impact Bonds. The current Third

Sector Census was shared at the event, the highlights being that volunteers supporting registered charities in Cumbria add an additional £28.5 million per year to the economic value of the sector and increase the workforce of the sector by over 1,200 full time staff.

CUSTOMER SERVICES

The Civic Centre foyer re-design is now complete and has become a useable space which gives a welcoming fresh feel to anyone visiting the building. The foyer will be used to not only serve customers but to promote events and display information.

The foyer will be host to celebrations to mark the 50th birthday of the Civic Centre building from the 10th March to 23rd March 2014.

Love it or hate it there is no escaping the Civic Centre and its affect on the Carlisle Skyline.

The Civic Centre celebrates its 50th birthday on 12th March 2014. The Civic was officially opened on March 12, 1964. The programme boasted that “The new Civic Centre... is an attempt to produce, in modern terms, a nucleus for the civic activity of the City.”

The design by architects Charles B. Pearson, son and partners was chosen after a national competition which attracted 200 entries. Carlisle firm John Laing Construction built the 11-storey centre for a cost of £820,000. Materials were shipped in from all over the world: olive wood from East Africa; Japanese silk wallpapers; Finnish lampshades; Brazilian rose wood. There was also 37,000 sq ft of French white and Italian pink mosaic on the outside cladding, and “more electric lamps than in the whole of the city streets”.

An open day on the 12th March 2014 will offer the public a chance to see around areas including the council chamber and the councillor’s robing room etc. Further information will be distributed nearer the time.

If any members have any pictures or information they think may be used to form part of the display please contact Jill Gillespie or Ben Renucci in Customer Services.

COMMUNITY CENTRES

In line with the Service Level Agreement between Carlisle City Council and Community Centres, business plans for the individual centres were submitted to the council at the end of October 2013. These were reviewed individually by a panel of members and officers in early November and all community centres have now had feedback on the business plans they submitted.

It was extremely valuable to be reminded of the good work undertaken by the Community Centres. It was also interesting to be updated on development plans (both service and structural) over the coming years.

The individual centres have been provided with feedback on the areas the council panel considered to be strengths and weaknesses within the plan and have been informed of the proposed level of funding for their centre for next financial year.

Community Centres were also advised that the council would like to discuss with centres the extension of indicated funding to three years to allow them to plan more effectively. The Community Centres have responded positively to this suggestion.

Councillor Jessica Riddle
Portfolio Holder for Communities & Housing

Meeting Date: 7 January 2014

Public/Private*: Public

Title: **Culture, Health, Leisure & Young People Portfolio Holder's Report**
– Councillor Anne Quilter

Members' Workshop

The workshop held on 20 November brought together elected Members from both City and County Councils to discuss the Old Town Hall Phase 2 project. The main outputs flagged up:

- Improved access and signing to the building
- Having a shop window on street level to promote the services in the TIC
- Being an information "Hub" showcasing Carlisle and district.
- Interaction screens showing up-to-date information on events and attractions.
- Assembly Room being used as a flexible space/multi uses.

These will be considered as part of the review of the phase 1 works. The Design and Build team have been appointed with leading consultant Johnston & Wright. Stage 1 will consist of review of phase 1 works and development of detailed phase 2 proposals. The target date for this is Spring 2014.

Tourist Information Centre

The Winter Wonderland Grotto proved to be very successful again this year with record numbers of children visiting Santa. There have been many wonderful comments from families visiting the grotto.

As part of the refurbishment we are reviewing what we sell in the TIC. Our current new stock of local chutneys and jams from a company in Longtown sold very well for Christmas.

Visitor numbers are up 10% on November last year which is encouraging.

Old Fire Station

The tender period for the capital development of the Old Fire Station Arts Centre has closed and the Council is in the final stages of appointing a design and build contractor with an announcement on the successful bidder due imminently. The outline designs suggest an exciting and versatile space in keeping with the council's vision for the centre.

The pilot programme (which will run through to May 2014) continues to develop and currently includes:

- Soundwave - opera singing workshops open to the general public;
- Creative Wellbeing - Arts and crafts and creative writing workshops, working particularly with adults needing confidence building and signposting as well as the broader public
- Cumbria Dance - Dance, music and movement sessions for pre-school children
- Impecunious - Puppet making working with participants from the Pageant
- Darth Audio - Digital audio recording studio and workshops open to all.
- Lawrence Leith – gamelan workshops open to the general public
- The Luck of Edenhall – a fine art exhibition scheduled for March 2014.

Further applications to use the space for youth theatre, film making, comedy, and to house an artist in residence to work with community groups to produce a piece of public art as a lasting legacy of the pilot programme are all also under consideration.

Sports Development

Engagement with partners to develop the City Council's Sport and Physical Activity Strategy and related Facilities Strategies concluded in October and the draft strategy appeared before the City Council's Executive in November. The strategy outlines clear and ambitious aspirations for sport and facilities development across Carlisle and a vision for increasing participation in sport and physical activity across the city. It is due to be considered by the Council's Community Overview and Scrutiny Panel in January before returning to Executive for final consideration.

The Harraby Campus project remains on schedule with the Stage C report for the development published in December 2013. The outline designs provide an exciting concept bringing the needs of all users together into a single story campus design. The Community Centre element provides like for like space in a modern, and efficient building. The additional sports facilities have also been incorporated in line with the funding agreement and will provide a significant revenue generating asset as well as a valuable community sports facility.

Report to: Council

Agenda
Item

12(i)(b)

Meeting Date: 7 January 2014

Public/Private*: Public

Title: **Community Overview and Scrutiny Panel - Chairman's Report –
Councillor Mrs Luckley**

The Panel met on the 19th November to discuss principally the 2014/15 Budget Reports and the Tullie House Business Plan. The meeting was held in Tullie House, which enabled members to have a short tour following the meeting to see some of the activities and work being carried out in the Museum and Art Gallery.

The Panel questioned in detail the Budget Reports' contents that came within its area of responsibility.

In the New Revenue Spending Pressures Report, the funding for Events, the Council's Sports Pitches and the Disabled Facilities Scheme.

The Summary of New Savings Proposals and Additional Income Report brought questions on the Voluntary Redundancy Initiative, funding of Community Centres, the CAB, Cumbria Law Centre and the Arts Centre.

Questions concerning the Review of Charges Report centered on increased charges for sport pitches, the possible effect of the charges on the Junior Clubs, those charges levied for outdoor markets and the effect for Parish Councils of the Play Areas Inspection fees.

Finally, with the Capital Budget Report comments were made in relation to expenditure on the Arts Centre project and purchases that had been made with the funds from the Asset Review.

We received a presentation on the Tullie House Business Plan from the Trust's Chairman and other members of the Board. After a lengthy session of questions, the members' conclusions were that the Plan was an impressive and exciting vision for Tullie House's future. That we were approving of what

had been achieved in the Trust's first years and though there are many difficult challenges facing the Trust, the combined programme of actions outlined in the Plan, are the right actions to expand a service that will benefit the city both culturally and economically.

Cllr Olwyn Luckley
Chairman

Report to: Council

Agenda
Item

12(ii)(b)

Meeting Date:

Public/Private*: Public

Title: **Resources Overview and Scrutiny Panel - Chairman's Report – Councillor Reg
Watson**

Asset Review Business Plan.

The Panel was informed that Officers had undertaken a mid-term review of the Disposal Programme, stocktaking the current position in the light of progress, changing circumstances, and the emerging priorities in the Carlisle Plan 2013-2016 to address future housing needs.

A significant part of the Business Plan delivery, and the re-engineering of the Council's portfolio, hinged on the release and disposal of the latent value in the Council's retail and residential assets at Morton. There was a risk that delays in the disposal of that asset would have a substantial impact on the Disposal Programme, the capital reinvestment plans and revenue position of the Council. That had been recognised and identified on the Council's Corporate Risk Register and was being carefully monitored. The Property Services Manager indicated that The Carlisle Plan 2013-16 identified the delivery of housing as a priority action for the Council going forward. A number of sites earmarked for disposal in the original Disposal Programme (10 in total) had the potential, subject to market demand and planning to deliver residential development opportunities in the short to medium and longer term. That could be through the private sector, Registered Social Landlords, a mix of both or bespoke initiatives such as self build schemes. Members' attention was drawn to the Disposal Monitoring Schedule (Appendix 1) which set out the current position and work in progress for each of the original 51 assets earmarked for disposal. Also shown (for those assets where sales had been completed) were the target receipts and actual outcomes; the impact on rental income and leases; and the cost to date of realising sales. The Property Services Manager also summarised the overall position to date in terms of disposals, acquisitions and the impact on rental income. The cost to date of realising sales including marketing, agency fees and ancillary disbursements, amounted to circa £133k which at 2% of gross receipts was within budget targets.

A significant part of the Business Plan delivery, and the re-engineering of the Council's portfolio, hinged on the release and disposal of the latent value in the Council's retail and residential assets at Morton. There was a

risk that delays in the disposal of that asset would have a substantial impact on the Disposal Programme, the capital reinvestment plans and revenue position of the Council. That had been recognised and identified on the Council's Corporate Risk Register and was being carefully monitored. Turning to the issue of Housing priorities, the Property Services Manager indicated that The Carlisle Plan 2013-16 identified the delivery of housing as a priority action for the Council going forward. A number of sites earmarked for disposal in the original Disposal Programme (10 in total) had the potential, subject to market demand and planning to deliver residential development opportunities in the short to medium and longer term. That could be through the private sector, Registered Social Landlords, a mix of both or bespoke initiatives such as self build schemes.

Additionally a recent trawl of the operational portfolio had been undertaken to identify any vacant land, or assets which may become surplus to requirements in the future, and merit consideration for inclusion in the Disposal Programme as a 2nd Phase of asset sales, which potentially may be suitable for release as housing development land.

The suitability of the 19 assets in the original Disposal Programme and "Phase 2" to deliver future housing needs had been assessed through a desk top appraisal by Planning, Housing and Property Officers.

A great deal of the Panel's time was spent in questioning the Portfolio Holder and Officers about the Disposal Programme. A Member commented that, although he understood the financial situation and the current economic climate, he did not understand why properties which received a return of 10% had been sold and the capital received was then receiving a lower return in the bank. He reminded the Panel that Montagu Evans had recommended that the Council should not sell properties if they could not get a higher return than they were receiving. A Member congratulated the Property Services Manager and his team for the excellent work that had been undertaken and asked for further details on some of the potential housing development sites set out in appendix 5 of the report. She was aware that there had been problems with the sites when previous applications for development had been considered.

Review of Reserves and Balance

The Panel was informed that a fundamental review of all of the Council's reserves was last undertaken in 2003. It was therefore timely that, given current budgetary constraints, a further review be carried out to establish whether all current reserves held were still required. He further outlined the legislative and governance requirements relative thereto.

Cllr R Watson OBE,
Chairman.

Report to: Council

Agenda
Item

12(iii)(b)

Meeting Date:

Public/Private*: Public

Title: **Environment & Economy Overview and Scrutiny Panel - Chairman's Report –
Councillor Mrs Bowman**

The Panel met on the 21st November 2013 to consider a full Agenda concerning Claimed Rights, Botchergate and the Wider Public Realm, Performance Report, Car Parking Update and Budget Reports.

The Panel welcomed the attendance of Mr Jonathan Smith and Mr Michael Foster, Cumbria County Council who responded to the many concerns, complaints, and observations regarding the Claimed Rights service which had been handed back to the County Council following a decision made by the City Council on the 13th November 2012.

It was accepted by Mr Smith and Mr Foster that the weed problem in the City this year was unacceptable and assurances given that there would not be a recurrence next year.

The Panel will monitor the compliance with the assurances given closely during early 2014 and act accordingly.

Members felt the focus for regeneration in Botchergate had been diluted by the City Centre being looked at as a "gateway" and requested a further report in six months following the completion of the County Council budget cycle.

All Panel members contributed to a robust Budget debate and full details of the discussion are included within the Minute Book.

Cllr. Marilyn Bowman.

Chairman.

Report to Council

Agenda
Item:

17(i)

Meeting Date: 7th January 2014
Portfolio: Finance, Governance and Resources
Key Decision: YES
Within Policy and
Budget Framework YES
Public / Private Public

Title: ASSET REVIEW BUSINESS PLAN - REFRESH OF DISPOSAL
PROGRAMME
Report of: Director of Resources
Report Number: RD 67/13

Purpose / Summary:

The attached Report (RD 64/13), a review and refresh of the Asset Review Business Plan Disposal Programme, has been considered by the Executive at meetings on 28th October and 16th December, and referred to Resources Overview and Scrutiny Panel on 28th November. It is now brought to Council for agreement and adoption as part of the Council's Policy Framework.

Recommendations:

The Report is adopted as part of the Council's Policy Framework.

Contact Officer: Raymond Simmons Ext: 7421

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:

- CE 39/10

<h1>Report to Executive</h1>	Agenda Item: A.5
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Meeting Date: 16th December 2013
 Portfolio: Finance, Governance and Resources
 Key Decision:
 Within Policy and
 Budget Framework YES
 Public / Private Public

Title: ASSET REVIEW BUSINESS PLAN - REFRESH OF DISPOSAL PROGRAMME
 Report of: Director of Resources
 Report Number: RD.64/13

Purpose / Summary:

The attached Report (RD 47A/13), a midterm review and refresh of the Disposal Programme, was referred to Resources Overview and Scrutiny Panel on 28th November 2013 for comment and feedback. The minutes from the Panel’s meeting are attached for consideration and then, if the Executive choose to do so, the Report can go to Council for adoption on 7th January 2014.

Recommendations:

The Executive consider the comments from the Resources Overview and Scrutiny Panel and refer the Report to full Council for adoption.

Tracking

Executive:	N/A
Overview and Scrutiny:	N/A
Council:	7 th January 2013

1. BACKGROUND

1.1 See Report RD 47A/13

2. PROPOSALS

2.11 See Report RD 47A/13

3. CONSULTATION

3.11 See Report RD 47A/13

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.11 See Report RD 47A/13

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 1 See Report RD 47A/13

Contact Officer: Raymond Simmons Ext: 7421

Appendices attached to report: 1See Report RD 47A/13

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:

- CE 39/10

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – 1 See Report RD 47A/13

Community Engagement – 1 See Report RD 47A/13

Economic Development – 1 See Report RD 47A/13

Governance – 1 See Report RD 47A/13

Local Environment – 1 See Report RD 47A/13

Resources – 1 See Report RD 47A/13

Report to Executive	Agenda Item: A3
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Meeting Date: 28th October 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: Yes: Recorded in the Notice Ref: KD.026/13
 Within Policy and Budget Framework: Yes
 Public / Private: Public

Title: Asset Review Business Plan – Refresh of Disposal Programme
 Report of: Director of Resources
 Report Number: RD.47A/13

Purpose / Summary:

In discussion with Portfolio Holders Officers’ have undertaken a midterm review of the disposal programme, stocktaking the current position in the light of progress, changing circumstances, and the emerging priorities in the Carlisle Plan 2013 – 2016 to address future housing needs. This Report provides an update, proposes some changes to the content of the Programme and outlines proposals to bring forward a pipeline supply of future housing development sites from the revised Disposal Programme. The Executive is invited to consider the changes and, following any comments or amendments, forward the Report to Resources Overview and Scrutiny Panel for scrutiny. Observations from the Panel will come back to the Executive and if it so chooses the revised Programme can then be considered by full Council for adoption.

Recommendations:

1. The Executive note the current position and progress with the Disposal Programme.
2. The Executive considers and comments upon the proposed changes to the Disposal Programme, and the plans to bring forward potential housing development sites to meet the priorities of the Carlisle Plan and address future housing needs, before passing the Report to scrutiny for consideration.

Tracking

Executive:	28th October 2013
Overview and Scrutiny:	ROSP 28th November 2013
Executive:	Executive 16th December 2013
Council:	7th January 2014

1. BACKGROUND

1. Asset Review Business Plan – Disposal Programme

The citizens and businesses of Carlisle benefit from the City Council owning a substantial property portfolio with a value of circa £130m. This portfolio generates income of approximately £5.5m pa – a substantial contribution to the costs of delivering services in the City.

The Asset Review Business Plan was developed by Montagu Evans, working principally with Property Services and the Chief Executive, and approved by Council on 11th January 2011 (Report Ref CE.39/10 refers).

The Plan's objectives are to rationalise and consolidate the portfolio, with a programme of disposals spread over 4 years realising capital receipts of £24 m, and to have:-

- Clear and separate management of the operational, investment and economic development assts.
- Fewer, higher yielding investment assets which are cheaper and easier to manage.
- Maximisation of the embedded value within the portfolio.
- Council owned assets which are well maintained and continue to be attractive for occupiers.
- Increase returns through higher income and lower outgoings.

The capital receipts will be used to fund investment purchases, generating an additional £1m pa to support budget and efficiency savings, and help secure service delivery into the future, and to finance improvements to the operational and economic development portfolios.

A total of 51 assets were identified for disposal over the life of the Plan. The Montagu Evans Business Plan sets out the business case and detailed information on all the assets; this can be accessed on the web link <http://bit.ly/cc-ARBP>.

Separately there is also an ongoing review of operational property used for service delivery, which includes the Civic Centre office accommodation and the Depots.

2. Current Situation

Disposal Monitoring Schedule

The Disposal Monitoring Schedule sets out in **Appendix1** the current position and work in progress for each of the original 51 assets earmarked for disposal. It also shows, for those assets where sales have been completed, the target receipts and

actual outcomes, the impact on rental income and leases, and the cost to date of realising sales.

Summary Position

The overall position to date in terms of disposals, acquisitions and the impact on the estate and rental income can be summarised in the following table. The cost to date of realising sales including marketing, agency fees and ancillary disbursements amounts to circa £133k which at 2% of gross receipts is within budget targets.

<u>Sales</u>	<u>No Assets</u>	<u>Target Receipt</u>	<u>Actual Receipt</u>
Completed	25	£4.4m	£5.5
In the pipeline	4	£495k	
<u>Purchases</u>			
Completed	7	£2.235m	Rickergate properties, Bhs Woolworth Building, Herbert Atkinson House
In the pipeline	1	£1.1m	Morton land exchange

<u>Rentals</u>	<u>No Assets</u>	<u>No Leases</u>	<u>Amount pa</u>
Losses	25	70	£199k
Gains	7	6	£220k

Morton

A significant part of the Business Plan delivery, and the re-engineering of the Council's portfolio, hinges on the release and disposal of the latent value in the Council's retail and residential assets at Morton. There is a risk that delays in the disposal of this asset will have a substantial impact on the disposal programme, the capital reinvestment plans and revenue position of the Council. This has been recognised and identified on the Council's Corporate Risk Register and is being carefully monitored.

Housing Priorities

The Carlisle Plan 2013-16 identifies the delivery of housing as a priority action for the Council going forward. A number of sites earmarked for disposal in the original

Disposal Programme (10 in total) have the potential, subject to market demand and planning to deliver residential development opportunities in the short to medium and longer term. This could be through the private sector, Registered Social Landlords, a mix of both or bespoke initiatives such as self build schemes.

Additionally a recent trawl of the operational portfolio has been undertaken to identify any vacant land, or assets which may become surplus to requirements in the future, and merit consideration for inclusion in the Disposal Programme as a 2nd Phase of asset sales, which potentially may be suitable for release as housing development land. The sift has resulted in a further 9 assets being identified for possible inclusion in the Disposal Programme, these are shown listed within the Disposal Monitoring Schedule **Appendix 1** as “Phase 2”.

Bringing forward land for residential development for sale in the market place is commonly a resource intensive and time consuming exercise. Much depends on the planning situation, whether there is a current housing allocation, the prospect if at all for a future allocation and, if this can be realised, whether the timescale is in the short, medium or longer term.

The suitability of the 19 assets in the original Disposal Programme and “Phase 2” to deliver future housing needs has been assessed through a desk top appraisal by Planning, Housing and Property officers. Site locations for all the assets involved are shown on the Plan, attached to this Report as **Appendix 2**, edged in red and shaded either green, red, orange or yellow. Land shaded light pink on the Plan highlights the relationship of these sites with other land in Council ownership.

The desktop evaluation has looked at the pertinent criteria most likely to influence the ability to deliver land for residential development including inter alia current use and occupation, planning, site conditions and constraints, end users, value and market demand, and timescales. The conclusions from the exercise have been assembled and tabled together; they are presented in **Appendix 5** to the Executive for comment with a proposed recommendation in terms of disposal strategy and a pipeline delivery programme.

2. PROPOSALS

2.1 Disposal Programme Going Forward

- **Appendix 3** – This schedule details the asset sales within the original Programme which have been put on hold, delayed or postponed. The position is noted and a future course of action for each is proposed.
- **Appendix 4** – This schedule sets out details for asset which have already received Executive consent to release. Sales are in the pipeline or the preparatory work to bring the assets to the market is already underway. The Executive is invited to note the position.

- **Appendix 5** – This schedule details the 19 assets identified from the original Disposal Programme (10), and the recent trawl of operational property (9), which have been assessed for suitability and viability as potential housing development sites with a view to bringing forward a future delivery programme to meet the Council's housing aspirations and budgetary requirements. For each site under assessment the asset details are set out, together with the current planning position, and other material considerations. A proposed course of action is suggested for each individual asset which can be broken down into the following 5 groupings and proposed outcomes/actions:-
 - **No prospect of housing development** – These assets, shown shaded **red** in Appendix 5, should be released for sale as part of the disposal programme or retained for operational use.
 - **Ripe for immediate sale development** – Most of these assets, shown shaded **dark green** in Appendix 5, are already included in the Disposal Programme and have the benefit, apart from the land at Westwood Road, Morton, of a current planning allocation for primary residential use. The land at Raffles is already in the course of development through the Lovells Partnership Agreement, and the housing site at Lonning Foot, Rockcliffe has been on the market for some time now. It is suggested, for sites which are not already underway, they should be brought forward to the market as soon as possible on the basis of the proposals set out within the schedule. A separate Report RD. 48 A and B/13 has been prepared for the Executive to consider on the Land at Westwood Road.
 - **Strong possibility for development in the short term** – These sites, identified in **light green**, have the potential to be brought forward for housing within the next 2 to 3 years, subject to planning, to meet private house builder demands and also provide a mix of affordable/social housing through Registered Social Landlords. Work to bring these sites forward in order to deliver within the timescale envisaged needs to commence straightaway.
 - **Longer term opportunities** – These are large sites, shown coloured **orange** in the Appendix which, if they are to be brought forward for housing, require a strategic approach worked up over the longer term.
 - **Miscellaneous sites** – Coloured **yellow** in the Appendix these remaining sites, which are relatively small in size, all have intrinsic constraints commonly around access which limit scope for housing purposes unless a special purchaser, such as an Registered Social

Landlord, or specific use for example self build, can be found to unlock any future potential.

3. CONSULTATION

3.1. The Asset Review Business Plan has been endorsed by full Council following an extensive period of consultation with stakeholders and Members. These proposals to refresh the content of the Plan and meet the housing needs of the Carlisle Plan 2013-16 have been discussed at Senior Management Team, Joint Management Team and the Strategic Housing Development Group. Their views and opinions have been incorporated into the Report.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1. To more effectively manage the Council's assets in pursuit of wider strategic and budgetary objectives, and bring forward land for development to meet the goals of the Carlisle Plan to address housing needs.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1. It is considered the proposals will support the following priorities:-

- Addressing the current and future housing needs of the City.
- Promoting partnership working with private and public organisations.
- Providing capital receipts to support the Asset Business Plan and maintain public services.

Contact Officer: Raymond Simmons Ext: 7421

Appendices attached to report: Appendix 1 – Disposal Programme Monitoring Schedule
Appendix 2 – Housing Sites Location Plan
Appendix 3 – Asset Sales on Hold
Appendix 4 – Asset Sales Consented and Underway
Appendix 5 – Schedule of potential Housing Development Sites

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: CE 39/10 Draft Asset Business Plan

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – None

Community Engagement – None

Economic Development – None

Governance – The Council has a fiduciary duty to properly manager its property assets. It has the legal powers to both buy and sell land and, in terms of disposals, should sell surplus land. The Asset Management Plan is part of the Council's reserved Budget & Policy framework and, as such, the Executive is required to consult with Overview & Scrutiny before making a recommendation to Council.

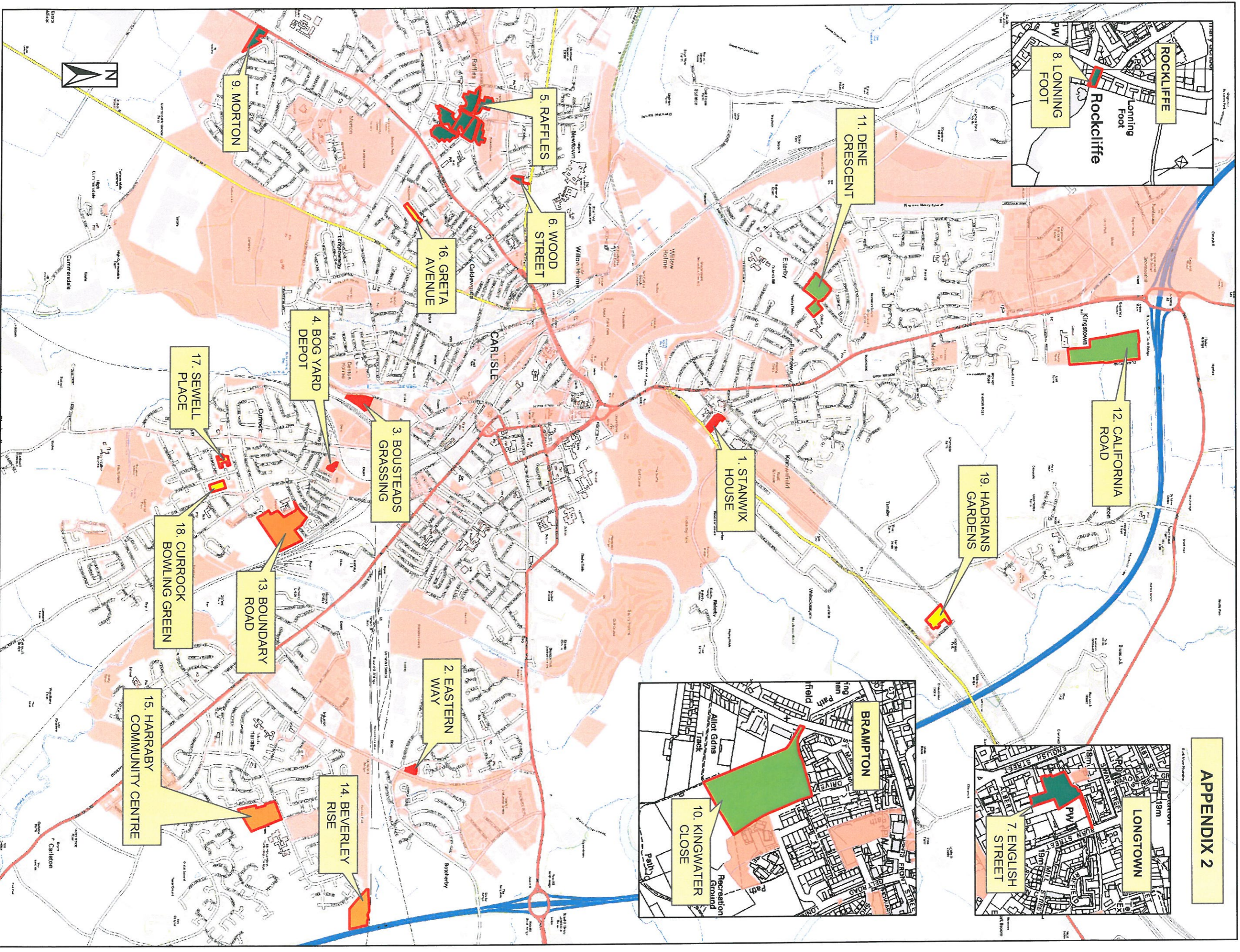
Local Environment – None

Resources – The asset review business plan has been progressing since its implementation and to date has achieved £1m more capital receipts than originally anticipated (£5.5million against £4.5million). Some of these additional receipts have been utilised to progress the Arts Centre proposals. Seven purchases have been completed at a total cost of £2.25million and new income has been generated of £220,000. Lost rental income on assets sold of £199,000 has been incurred. Further assets have been identified for potential disposal which, if sold will provide additional receipts over and above those originally envisaged.

Asset Review Business Plan - Disposal Programme - Monitoring Schedule

Disposal Programme		Progress											Comments & Issues								
Item	Property	Year					Target Receipt (£)	Rental Loss (£)	No of Leases / licences / tenancies	Property	Legal	Planning	Communication	Governance	Marketing	Completion	Records	Gross Receipt Net of VAT (£)	% Change on Target Receipt	No of Leases / licences / tenancies sold	
		10	11	12	13	14															
1	Morton Residential Site (Church Commissioners)							1												Montagu Evans. Linkage Morton Retail. Negs close finalising land exchange. Exec consent 11/2/13	
2	Cumbria University - Paternoster Row/Castle St						94,500	2												Historic Quarter. Tullie Trust.	
3	Carlisle Airport							1												Planning. Development prospects.	
4	Rosehill Industrial Estate (part)						100,000	26												Special purchasers. Marriage value. Contamination. Parking. EDU significance	
5	Whinnie House Residential Ground Lease						6,250	1												Rent Review imminent	
6	Doctors Surgery Fusehill Street					10,000		1									20,000	100.00	1	Sold	
7	Depot R/O Old Raffles Parade					30,000		1									24,000	-20.00	1	Sold	
8	Land between Eastern Way and Durranshill Road							0												Planning & Development	
9	Land at Boundary Road							0												Planning & Development	
10	Land at Dene Crescent							0												Planning & Development	
11	Land at Beverley Rise							1												Planning & Development	
12	Land at Kingwater Close Brampton							2												Planning & Development	
13	Doctors Surgery at Eastern Way					137,500	8,250	1									160,000	16.36	1	Sold	
14	James Street Workshops						51,750	7												Auction in February postponed. Hold in abeyance pending further consideration	
15	Cumbria University - Stanwix House/Cottage						19,200	2												Planning & Development	
16	BBC Annetwell Street							1												Hold in abeyance outcome BBC review. Progress sale Exec consent 30th Oct	
17	Port Road Workshops and Storage Land					300,000	29,925	6									275,000	-8.33	6	Sold	
18	Land at Gelt Rise Brampton					200,000											216,000	8.00		Sold	
19	Land at Low Meadow					324,000											360,000	11.11		Sold	
20	Morton Retail Land							1												Montagu Evans. Linkage Morton Residential land & Viaduct Est.	
21	Treasury Court						13,500	1												Tenant pre emption. Bringing to market Auction 16th Oct	
22	Land at Leabourne Road					24,000		1									14,000	-41.67	1	Sold	
23	Land at Wood Street							1												Planning and Development. Community interest	
24	Hewson Street Workshops					200,000	20,000	5									180,000	-10.00	5	Sold	
25	South John Street Workshops & Storage Land					190,000	15,000	8									164,950	-13.18	8	Sold	
26	Land adjoining Morton Petrol Filling Station					50,000	20	1									47,500	-5.00	1	Sold	
27	Land at central Longtown							0												Planning and Development. Marriage adjoining site discussions in hand	
28	17 Scotch Street (Save the Children)						26,000	1												Linkages with City Centre and sale of Lanes	
29	Retail Units 1,2 & 3 Market Place, Brampton					237,000	23,350	2									240,000	1.27	2	Sold	
30	Viaduct Industrial Estate						21,325	2												Hold in abeyance pending Morton retail site linkage	
31	Burgh Road Industrial Estate					1,000		1									500	-50.00	1	Sold	
32	Land at Lonning Foot Rockcliffe							0												Planning Consent. Autumn 2011 marketing. Sale fallen through remarketing	
33	Currock Road Retail Site					1,393,000	77,000	3									1,910,000	37.11	3	Sold	
34	Long Island Park Industrial Estate					157,000	12,600	3									244,800	55.92	3	Sold	
35	Longtown Industrial Estate					90,000	7,200	3									80,000	-11.11	3	Sold	
36	Willowholme Industrial Estate					300,000	28,756	25									544,000		13	sites 8-11, 12, site adj 13, 15, 18, 20, 21 & 22 completed. Remainder Estate bringing to Auction 16th Oct. Show	
37	Airport Industrial Estate					30,000	4,678	2									63,600	112.00	2	Sold	
38	Sub Stations						87	21												Records. Identification	
39	Rigg Street					5,000		1									12,000	140.00	1	Sold	
40	Residential Enclosures						500	203												Records. Identification	
41	Garages at Isabella Street					12,000		5									19,000	58.33	5	Sold	
42	Garages at Gardenia Street							3												Hold linkage Depot Accommdation Review	
43	Garages at Tullie Street					12,000	502	2									18,000	50.00	2	Sold	
44	Garages at Allason Court Brampton					10,000	1,004	4									11,700	17.00	4	Sold	
45	Garages at Broad Street						1,256	10												Withdrawn Auction. Holding pending further consultation	
46	Land at Old Isolation Hospital, Moorhouse					65,000		2									95,000	46.15	2	Sold	
47	Agricultural land at Carlisle Airport					300,000		5									479,760	59.92	5	Sold	
48	Agricultural land at Harker					32,000		1									39,500	23.44	1	Sold	
49	Land at Gelt Bridge Brampton					150,000		1									210,000	40.00	1	Sold	
50	Esk Street Depot					13,000		0									13,000	0.00		Sold	
51	Raffles Development Land							0									65,000	#DIV/0!		Lovells Partnership Agreement. Dalton Ave & Thomlinson Rd	

Disposal Programme						Progress							Comments & Issues																
Item	Property	Year				Target Receipt (£)	Rental Loss (£)	No of Leases / licences / tenancies	Property	Legal	Planning	Communication	Governance	Marketing	Completion	Records	Gross Receipt Net of VAT (£)	% Change on Target Receipt	No of Leases / licences / tenancies sold										
		10	11	12	13																		14						
	Annual Loss of Rent:					562,653										5,507,310		25	properties sold.	Total no' leases, licences & tenancies sold:	72								
	Annual Sales:					4,272,500										132,727			Net receipts over estimate:										
						Total no' leases, licences & tenancies:	371									5,374,583			£1,102,083.03										
																2%			n.b. Net receipts now includes Willowholme - as from 31/03/13										
KEY:																													
	Progress Indicator					Red	Not started																						
						Yellow	Underway																						
						Green	Completed																						
Progress Categories:																													
	Property	Property preparatory sale tasks						Inspection; Plans; Boundaries; Occupations; Utility Services; Highways; Drainage; Use; Rates																					
	Legal	Legal preparations for sale						Report on title: Registration; Criel Down; Public Open Space; Legal Pack																					
	Planning	Establishing planning position						Local Development Framework; Site Appraisal; Listing; Designations; Advice; Planning Application																					
	Communication	Informing relevant parties						Ward Members; Parish Councils; Tenants; Adjoining owners																					
	Governance	Consents & approvals						Executive; Council; Statutory approvals																					
	Marketing	Undertaking the sale						Valuation; Disposal route (private treaty/tender/auction); Agency appointment; Marketing budget; Sales particulars; Advertising; Marketing; Viewing; Negotiations; Heads of term; Section 123 Valuation																					
	Completion	Completion legal documentation						Instructions; draft documentation; Pre contract enquiries; Exchange; Completion;SDLT; Land Registry																					
	Records	Update Records						Finance; Asset Register; Property Database; Terrier plans; Insurance																					
																		Date of report: 17 October 2013											
Phase 2 - Proposed Disposal Programme																													
n/a	Land at California Road					0													Consideration Exec 28th Oct RD 47A/13										
n/a	Bousteads Grassing Depot					0													Consideration Exec 28th Oct RD 47A/13										
n/a	Land at Westwood Road Morton					0													Consideration Exec 28th Oct RD 47A/13										
n/a	Land at Harraby Community Centre					0													Consideration Exec 28th Oct RD 47A/13										
n/a	Currock Bowling Green					0													Consideration Exec 28th Oct RD 47A/13										
n/a	Hadrians Gardens Brampton Road					0													Consideration Exec 28th Oct RD 47A/13										
n/a	Bog Yard Depot					0													Consideration Exec 28th Oct RD 47A/13										
n/a	Land at Sewell Place					0													Consideration Exec 28th Oct RD 47A/13										
n/a	Land at Greta Avenue					0													Consideration Exec 28th Oct RD 47A/13										



APPENDIX 2

ASSET REVIEW BUSINESS PLAN – DISPOSAL PROGRAMME

SALES ON HOLD – DELAYED OR POSTPONED

Monitoring Schedule Ref	Montagu Evans Plan Page Ref	Asset	Position	Proposed Action
45	56	Garages at Broad Street	Members postponed proposed auction sale following interest by local residents group to retain as amenity open space.	<ol style="list-style-type: none"> 1. Land – agree terms with Resident Group for lease as amenity open space. 2. Dispose of let garages on open market asap.
16	81	BBC Annetwell Street	Members postponed sale to sitting tenant when cuts threatened future of BBC Radio Cumbria.	BBC position clarified. Progress disposal. Executive consent 30 th Sept 2013
14	72	James Street Workshops	Proposed auction sale. Members put on hold pending further consideration on the way forward.	Hold in abeyance on the Disposal Programme pending further consideration of position

Monitoring Schedule Ref	Montagu Evans Plan Page Ref	Asset	Position	Proposed Action
42	58	Gardenia Street Garages	Hold pending Depot Review, possible access / development	Continue to hold in abeyance until decision on Bog Yard made following Depot Review
30	69	Viaduct Industrial Estate	Strategic site pending outcome Morton transactions	Hold in abeyance until Morton outcome materialises
28	36	17 Scotch Street (Save the Children)	Strategic linkages with The Lanes Shopping Centre and Rickergate	Lanes in new ownership. Discuss incorporating asset into Lanes family portfolio.

ASSET REVIEW BUSINESS PLAN – DISPOSAL PROGRAMME

ASSET SALES CONSENTED & UNDERWAY

Monitoring Schedule Ref	Montagu Evans Plan Page Ref	Asset	Position	Proposed Action
36	65	Willowholme Industrial Estate	Remaining sites 1 & 4, 3 7, 6, 13, 14, 16, 17	Bringing to market by auction on 16th October
36	n/a	Willowholme Depot	Sale fell through. Back on market	Bringing to market by auction on 16th October
21	33	Treasury Court	Sale to sitting tenant (right of pre-emption) fallen through	Re-marketing with auction on 16 th October
32	117	Lonning Foot, Rockcliffe	Sale fell through. Back on market	Re-marketing for sale by private treaty, possible auction later
40	82	Residential Enclosures	Numerous scattered house / flats freehold reversions. Poor records, resource intensive with little return	Progress sales as priorities & resources allow

Monitoring Schedule Ref	Montagu Evans Plan Page Ref	Asset	Position	Proposed Action
38	83	Electricity Sub Station Sites	Numerous scattered freehold reversionary sites. Poor records, resource intensive with little return	Progress sales as priorities & resources allow
5	94	Whinnie House Road	Outstanding Rent Review to resolve. Several interested parties	Resolve Rent Review. Bring to market formally

ASSET REVIEW BUSINESS PLAN – DISPOSAL PROGRAMME
POTENTIAL HOUSING DEVELOPMENT SITES

LOCTN PLAN REF	MONT. EVANS PLAN PAGE REF	ASSET				PLANNING POSITION				CONSIDERATIONS	PROPOSED ACTION
		Name	Portfolio & Disposal Programme	Area Ha Acs	Use	Local Plan 2001-16	SHLAA Assmt Timing	Density L/M/H	Nos Dwgs		
1	95	Stanwix House & Cottage	Investment Disposal Programme	0.74 1.8	Leased to Cumbria University	Primary Leisure	No	N/A	N/A	Primary Leisure. Hadrians Wall. Redevelopment of buildings acceptable but little prospect on land	Housing scope nil Disposal Programme sale Bring to open market
2	114	Land between Eastern Way & Durranshill Road, Botcherby	Investment Disposal Programme	0.39 0.96	Open space	Amenity Open Space	No	N/A	N/A	No scope. Retain open space or sell to reduce maintenance liabilities	Housing scope nil Review Disposal Programme sale Retain as open space and remove from Disposal Programme
3	N/A	Bousteads Grassing Depot	Operational	1.09 2.69	Depot	Primary Employment	Yes 6-15yrs	M	33	Depot Review. Flood risk. Limited scope for residential.	Housing scope limited Consider future use following accommodation Depot Review
4	N/A	Bog Yard Depot	Operational	0.327 0.81	Depot	White land	No	L	6	Depot Review. Scope but poor access.	Housing scope limited Consider future use following accommodation Depot Review
5	107	Raffles Development Land	Investment Disposal Programme	11.64 28.7	Lovells Dev't Scheme	Residential consent	No	H	248	Lovells Partnership Development Programme. Ph 4,5,6 & Dalton Ave to build out. Affordable houses for sale	Continue to progress housing dev / sales with Lovells Mix affordable Pvte Sector & Social Housing.
6	105	Land at Wood Street	Investment Disposal Programme	0.22 0.55	Former Bowling Green Vacant	Primary Residential	No	L	14	Part Flood Zone. Poor access. Neighbourhood issues. Deliverable	Disposal Programme sale. Bring to market for Partnership social housing/HCA Apprentice Scheme
7	110	Land at English Street, Longtown	Investment Disposal Programme	0.46 1.14	Former Allotments Vacant	Primary Residential	No	H	18	Feasibility of joint development with Catholic Church. Access issues. Consent on neighbouring land issued – see application 11/0279. Deliverable	Pvte Sector Housing Disposal Programme sale. Progress discussions with Church to jointly bring to market
8	117	Land at Lonning Foot, Rockcliffe	Investment Disposal Programme	0.075 0.18	Former Garden land Vacant	Residential	No	L	1	Agreement for sales fallen through Site for 1/2 dwellings	Pvte Sector Housing Disposal Programme sale
9	N/A	Land at Wigton Road, Morton	Operational	0.78 1.93	Open space	Primary Leisure Area	Yes 6-15yrs	M	23	Adjacent Retail Site. Primary leisure area under review Morton – linked with development of Morton allocation. Timing dependant on delivery of	Interest from RSL, Autism provider & nursery use currently being pursued / worked up. Report to Executive on proposals RD 47A/13

										PLA for Morton housing allocation. Developable	
10	100	Land SW of Kingwater Close, Brampton	Investment Disposal Programme	2.32 5.73	Agricultural land	Urban Fringe Landscape	Yes 0-5yrs	M	70	Attractive/desirable site for pvt developers. Access limitations to unpick. Development in conjunction adjoining land.	Pvte Sector Housing Disposal Programme sale. Bring forward into market
11	111	Land at Dene Crescent, Belah	Investment Disposal Programme	2.19 4.93	Open space	Primary Leisure	No	N/A	N/A	Part only assessed for SHLAA . Some potential on part	Mixed Pvte /Social sector Housing scope Disposal Programme sale
12	N/A	Land at California Road, Greymoorthill	Investment	6.54 16.15	Agricultural land	Allotments	Yes 0-5yrs	M	196	Association with Kingstown IE Allotment allocation review. Part only? Access. Possible joint approach but road improvements may be required. Deliverable	Mix Pvte Sector & Social Housing Include in Kingstown / Parkhouse Future Management Options?
13	112	Land at Boundary Road/York Gdns	Investment Disposal Programme	4.70 11.5	Open space	Primary Leisure, Education & Community	Yes 5-10yrs	L	94	Joint opportunity with County. Part Primary Leisure Area. Contamination. May be scope to reconfigure site to retain some open space and allow for limited residential development.	Site for Social Housing. Bring forward longer term with County. Mixed scheme
14	103	Land at Beverley Rise, Harraby	Investment Disposal Programme	2.15 5.30	Agricultural land	Urban Fringe Landscape	Yes 0-5yrs	M	64	Various potential access points. M6 buffer screening required. Deliverable.	Mix Pete Sector & Social Housing Disposal Programme sale. Bring forward to market in longer term.
15	N/A	Land at Harraby Community Centre	Operational	2.92 7.21	Open space	Primary Leisure Community	No	M	88	Harraby Campus Project. Planners to assess in SHLAA.	To assess possibly Mix Pvte Sector & Social Housing
16	N/A	Land at Greta Ave	Operational	0.41 1.00	Former Allotment Vacant	Primary Leisure Area	No	L	8	Planners to review in SHLAA. Scope with limited access. Consider allotment status	Site for Social Housing
17	N/A	Land at Sewell Place, Currock	Operational	0.353 0.87	Former Allotment Vacant	Primary Residential	No	L	7	Vacant Allotment. Access to overcome. Social Housing scope.	Site for Social Housing
18	N/A	Currock Bowling Green	Operational	0.46 1.13	Former Bowling Green Vacant	Primary Leisure Area	No	L	9	Vacant. Review designation. Access restricted, suited to Specialist Housing use? Or small scale open market scheme.	Site for Social Housing unless access can be provided
19	N/A	Hadrians Gardens, Brampton Road	Operational	1.14 2.8	Open space	Not designated	No	L	22	Amenity land. Outside scope. Outside Urban boundary. Planners to review in SHLAA	Site for Social Housing or Self Build or other specialist needs

LEGEND	Red	No Prospect Housing	Dark Green	Immediate Development Sites	Light Green	Short Term Sites
	Orange	Longer term Sites	Yellow	Miscellaneous Housing Sites		

EXCERPT FROM THE MINUTES OF THE RESOURCES OVERVIEW AND SCRUTINY PANEL HELD ON 28 NOVEMBER 2013

ROSP.81/13 ASSET REVIEW BUSINESS PLAN – REFRESH OF DISPOSAL PROGRAMME

The Chairman welcomed Councillor Mrs Luckley, Chairman of the Community Overview and Scrutiny Panel to the meeting for the consideration of this item.

The Property Services Manager reported (RD.47A/13) that, in discussion with Portfolio Holders, Officers had undertaken a mid-term review of the Disposal Programme, stocktaking the current position in the light of progress, changing circumstances, and the emerging priorities in the Carlisle Plan 2013-2016 to address future housing needs.

Members' attention was drawn to the Disposal Monitoring Schedule (Appendix 1) which set out the current position and work in progress for each of the original 51 assets earmarked for disposal. Also shown (for those assets where sales had been completed) were the target receipts and actual outcomes; the impact on rental income and leases; and the cost to date of realising sales.

The Property Services Manager also summarised the overall position to date in terms of disposals, acquisitions and the impact on rental income. The cost to date of realising sales including marketing, agency fees and ancillary disbursements, amounted to circa £133k which at 2% of gross receipts was within budget targets.

A significant part of the Business Plan delivery, and the re-engineering of the Council's portfolio, hinged on the release and disposal of the latent value in the Council's retail and residential assets at Morton. There was a risk that delays in the disposal of that asset would have a substantial impact on the Disposal Programme, the capital reinvestment plans and revenue position of the Council. That had been recognised and identified on the Council's Corporate Risk Register and was being carefully monitored.

Turning to the issue of Housing priorities, the Property Services Manager indicated that The Carlisle Plan 2013-16 identified the delivery of housing as a priority action for the Council going forward. A number of sites earmarked for disposal in the original Disposal Programme (10 in total) had the potential, subject to market demand and planning to deliver residential development opportunities in the short to medium and longer term. That could be through the private sector, Registered Social Landlords, a mix of both or bespoke initiatives such as self build schemes.

Additionally a recent trawl of the operational portfolio had been undertaken to identify any vacant land, or assets which may become surplus to requirements in the future, and merit consideration for inclusion in the Disposal Programme as a 2nd Phase of asset

sales, which potentially may be suitable for release as housing development land. The sift had resulted in a further 9 assets being identified for possible inclusion in the Disposal Programme, those were shown listed within the Disposal Monitoring Schedule Appendix 1 as “Phase 2”.

Bringing forward land for residential development for sale in the market place was commonly a resource intensive and time consuming exercise. Much depended upon the planning situation, whether there was a current housing allocation, the prospect if at all for a future allocation and, if that could be realised, whether the timescale was in the short, medium or longer term.

The suitability of the 19 assets in the original Disposal Programme and “Phase 2” to deliver future housing needs had been assessed through a desk top appraisal by Planning, Housing and Property Officers. Site locations for all the assets involved were shown on the Plan, attached as Appendix 2, edged in red and shaded either green, red, orange or yellow. Land shaded light pink on the Plan highlighted the relationship of those sites with other land in Council ownership.

The desktop evaluation had looked at the pertinent criteria most likely to influence the ability to deliver land for residential development including inter alia current use and occupation, planning, site conditions and constraints, end users, value and market demand, and timescales. The conclusions from the exercise had been assembled and tabled together; and were presented in Appendix 5 for comment, with a proposed recommendation in terms of disposal strategy and a pipeline delivery programme.

The Property Services Manager then outlined the Disposal Programme going forward, highlighting each of the appendices in turn.

The Executive had considered the matter on 28 October 2013 (EX.121/13 refers) and decided:

“That the Executive:

1. Noted the current position and progress with the Disposal Programme.
2. Had considered the proposed changes to the Disposal Programme, and the plans to bring forward potential housing development sites to meet the priorities of the Carlisle Plan, and address future housing needs, as set out in Report RD.47A/13, prior to passing the report to scrutiny for consideration.”

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

- A Member commented that, although he understood the financial situation and the current economic climate, he did not understand why properties which received a return of 10% had been sold and the capital received was then receiving a lower return in the bank. He reminded the Panel that Montagu Evans had recommended that the Council should not sell properties if they could not get a higher return than they were receiving.

The Property Services Manager reminded the Panel of the overall objective of the Plan to consolidate and rationalise the Council's portfolio. He agreed that some of the smaller assets had given higher returns but they had been subject to a number of small individual leases which had been relatively expensive to manage and this had not been reflected in the gross returns set out in the Montagu Evans Report.

- A Member sensed some anxiety with regard to the Morton site and asked if the district centre in Morton would be reviewed if the supermarket deal did not proceed.

The Property Services Manager explained that there had been a number of bidders for the Morton site and the Council was hopeful that there would be a capital receipt for the site. He added that the turmoil in the retail market meant that budget expectations would need to be managed accordingly.

- A Member congratulated the Property Services Manager and his team for the excellent work that had been undertaken and asked for further details on some of the potential housing development sites set out in appendix 5 of the report. She was aware that there had been problems with the sites when previous applications for development had been considered.

The Property Services Manager responded that appraisals had been carried out on all of the sites listed and the results showed that potentially all of the sites could be developed and issues resolved with some work and help from partners.

The Communities, Housing and Health Manager assured Members that the analysis had taken into account feedback from developers and partners through the Carlisle Housing Partnership. She added that there would need to be alternative thinking to progress the developments for housing especially regarding funding streams.

- A Member asked for clarity regarding the £563,000 loss of revenue which was 10.6% of the total gross receipt as set out in appendix 1 of the report.

The Property Services Manager explained that the £563,000 was the total rental loss at the end of all of the disposals which would be made up by the planned acquisitions as shown in the table on page 12 of the report.

In response to a Members question the Property Services Manager clarified the figures set out in appendix 1 of the report and reminded the Panel that the Asset Review Business Plan had to be considered in conjunction with the Local Plan especially with regard to housing development matters.

The Finance, Governance and Resources Portfolio Holder felt that the Panel were being overly negative with regard to the Asset Management Plan. He reminded that Panel of the current economic climate and highlighted the income that had already been generated by the excellent work carried out by Property Services. The liability to the Council had been reduced and the income from rentals had been increased. The

19 pieces of land which had been identified for housing purposes would create homes as well as jobs.

RESOLVED – That the Refresh of the Disposal Programme (Report RD.47A/13) be welcomed.

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

EX.121/13 ASSET REVIEW BUSINESS PLAN – REFRESH OF DISPOSAL PROGRAMME
(Key Decision – KD.026/13)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

The Finance, Governance and Resources Portfolio Holder reported (RD.47A/13) that, in discussion with Portfolio Holders, Officers had undertaken a mid-term review of the Disposal Programme, stocktaking the current position in the light of progress, changing circumstances, and the emerging priorities in the Carlisle Plan 2013-2016 to address future housing needs.

Members' attention was drawn to the Disposal Monitoring Schedule (Appendix 1) which set out the current position and work in progress for each of the original 51 assets earmarked for disposal. Also shown (for those assets where sales had been completed) were the target receipts and actual outcomes; the impact on rental income and leases; and the cost to date of realising sales.

The Finance, Governance and Resources Portfolio Holder also summarised the overall position to date in terms of disposals, acquisitions and the impact on rental income. The cost to date of realising sales including marketing, agency fees and ancillary disbursements, amounted to circa £133k which at 2% of gross receipts was within budget targets.

A significant part of the Business Plan delivery, and the re-engineering of the Council's portfolio, hinged on the release and disposal of the latent value in the Council's retail and residential assets at Morton. There was a risk that delays in the disposal of that asset would have a substantial impact on the Disposal Programme, the capital reinvestment plans and revenue position of the Council. That had been recognised and identified on the Council's Corporate Risk Register and was being carefully monitored.

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short to medium and longer term. That could be through the private sector, Registered Social Landlords, a mix of both or bespoke initiatives such as self build schemes.

Additionally a recent trawl of the operational portfolio had been undertaken to identify any vacant land, or assets which may become surplus to requirements in the future, and merit consideration for inclusion in the Disposal Programme as a 2nd Phase of asset sales, which potentially may be suitable for release as housing development land. The sift had resulted in a further 9 assets being identified for possible inclusion in the Disposal Programme, those were shown listed within the Disposal Monitoring Schedule Appendix 1 as “Phase 2”.

Bringing forward land for residential development for sale in the market place was commonly a resource intensive and time consuming exercise. Much depended upon the planning situation, whether there was a current housing allocation, the prospect if at all for a future allocation and, if that could be realised, whether the timescale was in the short, medium or longer term.

The suitability of the 19 assets in the original Disposal Programme and “Phase 2” to deliver future housing needs had been assessed through a desk top appraisal by Planning, Housing and Property Officers. Site locations for all the assets involved were shown on the Plan, attached as Appendix 2, edged in red and shaded either green, red, orange or yellow. Land shaded light pink on the Plan highlighted the relationship of those sites with other land in Council ownership.

The desktop evaluation had looked at the pertinent criteria most likely to influence the ability to deliver land for residential development including inter alia current use and occupation, planning, site conditions and constraints, end users, value and market demand, and timescales. The conclusions from the exercise had been assembled and tabled together; and were presented in Appendix 5 for comment, with a proposed recommendation in terms of disposal strategy and a pipeline delivery programme.

The Finance, Governance and Resources Portfolio Holder then outlined the Disposal Programme going forward, highlighting the undernoted Schedules:

Appendix 3 – detailed the asset sales within the original Programme which had been put on hold, delayed or postponed. The position was noted and a future course of action for each was proposed.

Appendix 4 – set out details for assets which had already received Executive consent to release. Sales were in the pipeline or the preparatory work to bring the assets to the market was already underway. The Executive was invited to note the position.

Appendix 5 – detailed the 19 assets identified from the original Disposal Programme (10), and the recent trawl of operational property (9), which had been assessed for suitability and viability as potential housing development sites with a view to bringing forward a future delivery programme to meet the Council’s housing aspirations and budgetary requirements. For each site under assessment the asset details were set out, together with the current planning position, and other material considerations. A

proposed course of action was suggested for each individual asset which could be broken down into a number of groupings and proposed outcomes/actions.

In conclusion the Finance, Governance and Resources Portfolio Holder moved the recommendations which were agreed.

Summary of options rejected None

DECISION

That the Executive:

1. Noted the current position and progress with the Disposal Programme.
2. Had considered the proposed changes to the Disposal Programme, and the plans to bring forward potential housing development sites to meet the priorities of the Carlisle Plan, and address future housing needs, as set out in Report RD.47A/13, prior to passing the report to scrutiny for consideration.

Reasons for Decision

To more effectively manage the Council's assets in pursuit of wider strategic and budgetary objectives, and bring forward land for development to meet the goals of the Carlisle Plan to address housing needs

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 16 DECEMBER 2013

**EX.158/13 **ASSET REVIEW BUSINESS PLAN – REFRESH OF DISPOSAL
PROGRAMME**
(Key Decision – KD.026/13)

(In accordance with Paragraph 15(i) of the Overview and Scrutiny Procedure Rules, the Mayor had agreed that call-in procedures should not be applied to this item)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

Pursuant to Minute EX.121/13, the Finance, Governance and Resources Portfolio Holder reported (RD.64/13) that Officers had, in discussion with Portfolio Holders, undertaken a mid-term review of the Disposal Programme, stocktaking the current position in the light of progress, changing circumstances, and the emerging priorities in the Carlisle Plan 2013-2016 to address future housing needs. The Disposal Monitoring Schedule (attached at Appendix 1) set out the current position and work in progress for each of the original 51 assets earmarked for disposal. Also shown (for those assets where sales had been completed) were the target receipts and actual outcomes; the impact on rental income and leases; and the cost to date of realising sales.

The Finance, Governance and Resources Portfolio Holder also summarised the overall position to date in terms of disposals, acquisitions and the impact on rental income. The cost to date of realising sales including marketing, agency fees and ancillary disbursements, amounted to circa £133k which at 2% of gross receipts was within budget targets.

He reiterated that a significant part of the Business Plan delivery, and the re-engineering of the Council's portfolio, hinged on the release and disposal of the latent value in the Council's retail and residential assets at Morton. There was a risk that delays in the disposal of that asset would have a substantial impact on the Disposal Programme, the capital reinvestment plans and revenue position of the Council. That had been recognised and identified on the Council's Corporate Risk Register and was being carefully monitored.

Turning to the issue of Housing priorities, the Finance, Governance and Resources Portfolio Holder reminded Members that The Carlisle Plan 2013-16 identified the delivery of housing as a priority action for the Council going forward. A number of sites earmarked for disposal in the original Disposal Programme (10 in total) had the

potential, subject to market demand and planning to deliver residential development opportunities in the short to medium and longer term. That could be through the private sector, Registered Social Landlords, a mix of both or bespoke initiatives such as self build schemes.

Additionally a recent trawl of the operational portfolio had been undertaken to identify any vacant land, or assets which may become surplus to requirements in the future, and merit consideration for inclusion in the Disposal Programme as a 2nd Phase of asset sales, which potentially may be suitable for release as housing development land. The sift had resulted in a further 9 assets being identified for possible inclusion in the Disposal Programme, those were shown listed within the Disposal Monitoring Schedule Appendix 1 as “Phase 2”.

Bringing forward land for residential development for sale in the market place was commonly a resource intensive and time consuming exercise. Much depended upon the planning situation, whether there was a current housing allocation, the prospect if at all for a future allocation and, if that could be realised, whether the timescale was in the short, medium or longer term.

The suitability of the 19 assets in the original Disposal Programme and “Phase 2” to deliver future housing needs had been assessed through a desk top appraisal by Planning, Housing and Property Officers. Site locations for all the assets involved were shown on the Plan, attached as Appendix 2, edged in red and shaded either green, red, orange or yellow. Land shaded light pink on the Plan highlighted the relationship of those sites with other land in Council ownership.

The desktop evaluation had looked at the pertinent criteria most likely to influence the ability to deliver land for residential development including inter alia current use and occupation, planning, site conditions and constraints, end users, value and market demand, and timescales. The conclusions from the exercise had been assembled and tabled together; and were presented in Appendix 5 for comment, with a proposed recommendation in terms of disposal strategy and a pipeline delivery programme.

The Finance, Governance and Resources Portfolio Holder then outlined the Disposal Programme going forward highlighting, in particular, the Schedules attached at Appendices 3, 4 and 5.

The Resources Overview and Scrutiny Panel had, on 28 November 2013, considered the matter and resolved “That the Refresh of the Disposal Programme (Report RD.47A/13) be welcomed.” A copy of Minute Excerpt ROSP.81/13 had been circulated.

In conclusion the Finance, Governance and Resources Portfolio Holder moved the recommendations which were seconded by the Leader.

Summary of options rejected None

DECISION

That the Executive had considered the comments of the Resources Overview and Scrutiny Panel, as set out in Minute Excerpt ROSP.81/13, and referred the Report to full Council for adoption.

Reasons for Decision

To more effectively manage the Council's assets in pursuit of wider strategic and budgetary objectives, and bring forward land for development to meet the goals of the Carlisle Plan to address housing needs

Report to Council	Agenda Item: 17(ii)
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Meeting Date: 7 January 2014
 Portfolio: Finance, Governance and Resources
 Key Decision: Yes: Recorded in the Notice Ref:KD31/13
 Within Policy and Budget Framework YES
 Public / Private Public

Title: REVIEW OF RESERVES AND BALANCES
 Report of: DIRECTOR OF RESOURCES
 Report Number: RD66/13

Purpose / Summary:

The report provides guidance and makes recommendations as to the level and type of Reserves that the Council should hold.

Recommendations:

The Council is asked to approve, the release of the LSVT warranties reserve to the General Fund Reserve.

Tracking

Executive:	18 November 2013, 16 December 2013
Overview and Scrutiny:	28 November 2013
Council	7 January 2014

<h1>Report to Executive</h1>	Agenda Item:
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Meeting Date: 16 DECEMBER 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: Yes: Recorded in the Notice Ref:KD31/13
 Within Policy and Budget Framework YES
 Public / Private Public

Title: REVIEW OF RESERVES AND BALANCES
 Report of: DIRECTOR OF RESOURCES
 Report Number: RD66/13

Purpose / Summary:

This report provides an update to report RD60/13 which was considered by the Executive on 18 November. The report provides guidance and makes recommendations as to the level and type of Reserves that the Council should hold.

Recommendations:

The Executive is asked:

- (i) To consider the level and type of reserves held by the Council, noting their designated use as outlined in Section 5, and;
- (ii) To approve, for recommendation to Council, the release of the LSVT warranties reserve to the General Fund Reserve.

Tracking

Executive:	18 November 2013, 16 December 2013
Overview and Scrutiny:	28 November 2013
Council:	7 January 2014

1. BACKGROUND

- 1.1 This report provides guidance and makes recommendations to the level and type of Reserves which the City Council should hold. A fundamental review of all reserves was last carried out in 2003, so it is timely that, given current budgetary constraints, a further review is carried out to establish whether all current reserves held are still required.

2. LEGISLATIVE AND GOVERNANCE REQUIREMENTS

- 2.1 The requirement for financial reserves is statutory, with the Local Government Finance Act 1992 requiring authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement
- 2.2 The Local Government Finance Act 2003, adds a further requirement that in the case of a controlled reserve (i.e. one specified by the Director of Resources), it is not appropriate for the balance of that reserve at the end of the financial year to be less than the minimum amount determined. It requires the Director of Resources to report to the authority if it appears that this is likely to be the case or that a controlled reserve is or is likely to be inadequate, together with the reasons and the action taken.
- 2.3 Whilst it is primarily the responsibility of the local authority and its finance director to secure a stable financial position, external auditors have a responsibility to review the proper arrangements in place which secure financial resilience. In the course of their duties external auditors review and report on the level of reserves taking into account their local knowledge of the authority's financial performance over a period of time. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.
- 2.4 CIPFA's view on reserves is that local authorities, on the advice of their finance directors, should make their own judgements on such matters taking into account all the relevant local circumstances, and that such circumstances vary.
- 2.5 Within the City Council, it is the full Council who are responsible for agreeing the level and utilisation of reserves, informed by the advice and judgement of the Director of Resources. Where the Director of Resources advice is not accepted this should be formally recorded in the Council minute.

3. TYPES OF RESERVES

3.1 Reserves can be held for three main purposes:

- (i) A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves.
- (ii) A contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves.
- (iii) A means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

4. CURRENT CITY COUNCIL RESERVES

4.1 The current actual reserves as at 31 March 2013 held by the Council are set out in the following table. Further details of each reserve, including its purpose and how and when it can be used is given at section 5.

	Paragraph	Actual Balance 31/03/2013 £
General Reserves:		
General Fund Reserve	5.2	2,542,792
Projects Reserve	5.3	0
Earmarked Reserves:		
EEAC Reserve	5.4	55,313
Transformation Reserve	5.5	496,295
Welfare Reform Reserve	5.6	200,000
Licensing Reserve	5.7	14,400
Building Control Reserve	5.8	(17,565)
Cremator Replacement Reserve	5.9	142,800
Conservation Fund	5.10	116,044
LSVT Warranties	5.11	487,759
		4,037,838
Capital Reserves		
Lanes Capital Fund	5.12	355,380
CLL Reserve	5.13	521,820
Asset Investment Reserve (i)	5.14	47,643
		924,843

Note (i): The Balance on the asset investment reserve as recorded on the balance sheet is £47,643, however capital receipts of £785,023, are held as available resources in the Capital Adjustment account for Asset Investment Reserve.

5. REVIEW AND POTENTIAL RELEASE OF RESERVES

5.1 As there are significant budgetary pressures on the Council in the coming years, the reserves highlighted above have been reviewed to determine if they are adequate, still required and if there are any possibilities for releasing any funds back to General Fund. There are certain reserves, that are still business critical, for example, Welfare Reform, Transformation and Cremator Replacement. It is proposed that these reserves remain untouched at the present time.

5.2 GENERAL FUND RESERVE

(i) Purpose of the Reserve

To be a general working balance/contingency to cushion the Council against uneven cash flows and budgetary impacts, or unexpected events and emergencies.

(ii) How and When Reserve can be used

Management of the reserve rests with the Director of Resources. The use of the reserve is dependent on judgements taken when setting the Council's revenue budget on (a) cash flow requirements; (b) inflation and interest rates; (c) demand led budget pressures; (d) efficiency and productivity savings; (e) the availability of funds to deal with major unexpected events or emergencies; (f) risks arising from significant new funding partnerships, major outsourcing arrangements or major capital developments. Approval to release funds from the reserve can only be given by the Council as part of the budget process, or through consideration of supplementary estimates on an ad-hoc basis.

(iii) Future of the Reserve

This reserve is still required.

5.3 PROJECTS RESERVE

(i) Purpose of the Reserve

This fund was originally established from year-end windfall gains. Additions to the balances thereafter can be used either to support revenue budget shortfalls or projects within the Council's capital programme. Current budgetary constraints that are relying on the use of the General Fund Reserve in the short term mean that the Projects Reserve balance is currently zero.

(ii) How and When Reserve can be used

Management of the reserve rests with the Director of Resources. Funding for the Reserve will be provided by windfall gains over and above those required to maintain the General Fund at its approved level and balances on reserves that are no longer needed. Approval to release funds from the reserve can only be given by the Council either as part of the budget process, or through consideration of supplementary estimates on an ad-hoc basis.

(iii) Future of the Reserve

This reserve is still required.

5.4 EEAC RESERVE

(i) Purpose of the Reserve

The Energy Efficiency Advice Reserve was established when the service transferred out of the Council's control. The reserve has been used over the past few years to support initiatives in improving household's energy efficiency by providing funding for support officers. The Executive, in 2009 (Report Ref DS100/09), approved the use of £306,000 towards these initiatives. To date, only £251,000 has been spent, however, the remaining £55,000 is required to continue the work of the fuel poverty officer in 2013/14.

(ii) How and When Reserve can be used

Management of the reserve rests with the Director of Economic Development. Use of the reserve should be accompanied by a report to the Executive providing details of the circumstances giving rise to the need for support to be provided by the Reserve.

(iii) Future of the Reserve

This reserve is still required to meet the requirements for the fuel poverty programme.

5.5 TRANSFORMATION RESERVE

(i) Purpose of the Reserve

This reserve holds the balance available to fund any one-off transformational costs.

(ii) How and When Reserve can be used

Management of the reserve rests with the Chief Executive, but approval to release funds can only be given by the Executive.

(iii) Future of the Reserve

This reserve is still required to meet the potential liabilities from the transformation programme.

5.6 WELFARE REFORM RESERVE

(i) Purpose of the Reserve

This reserve was established to meet potential future costs arising out of changes in the Welfare Reform Agenda including the introduction of the Universal Credit.

(ii) How and When Reserve can be used

Management of the Reserve rests with the Director of Resources with the use of the Reserve requiring Executive approval.

(iii) Future of the Reserve

This reserve is still required to meet the potential liabilities from the changes in welfare reform

5.7 LICENSING RESERVE

(i) Purpose of the Reserve

This is a ring-fenced surplus carried forward to fund future year's expenditure.

(ii) How and When Reserve can be used

Management of the reserve rests with the Director of Governance. Approval to release funds from the reserve can only be given by the Executive of the Council.

(iii) Future of the Reserve

This reserve could be released, but any requirement to fund expenditure would require a call on council reserves in order to meet these obligations. It is therefore recommended to maintain this reserve.

5.8 BUILDING CONTROL RESERVE

(i) Purpose of the Reserve

This reserve accumulates the funds from the Building Control function, a statutory ring-fenced service, which must break-even over a rolling 3-year period. Any surplus generated must be spent on improving service delivery.

(ii) How and When Reserve can be used

Management of the reserve rests with the Director of Economic Development. The balance is ring-fenced by statute to support improvements to the Building Control Service and is not available for general use by the Council. Funding is

provided from surpluses generated by the service annually. Approval to release funds from the reserve can only be given by the Council either as part of the budget process, or through consideration of supplementary estimates on an ad-hoc basis.

(iii) Future of the Reserve

This reserve is still required.

5.9 CREMATOR REPLACEMENT RESERVE

(i) Purpose of the Reserve

This reserve has been established to hold the environmental surcharges levied per cremation as per 2011/12 Charges Review reports in order to build up a fund for the replacement of the cremators in the future

(ii) How and When Reserve can be used

Management of the report rests with the Director of Local Environment but approval to release can only be given by the Executive

(iii) Future of the Reserve

This reserve is still required in order to build up funds for the replacement of the cremators.

5.10 CONSERVATION FUND

(i) Purpose of the Reserve

The Conservation Reserve is a revolving conservation fund, set up by the Council in 1994. The purpose of the fund was to purchase historic buildings at risk, repairing and improving them if necessary with the help of a local building preservation trust and, on the sale of the property, using the money to reimburse the fund. Recently the fund has been used to carry out remedial works to the Central Plaza Hotel building.

(ii) How and When Reserve can be used

Management of the fund rests with the Director of Economic Development, with any spending from the fund subject to Executive approval.

(iii) Future of the Reserve

This reserve is still required.

5.11 LSVT WARRANTIES

(i) Purpose of the Reserve

This reserve was set up following LSVT in December 2002. Its purpose is to meet any claims arising from the breach of any environmental and non-environmental warranties given at the time of the transfer in years 13 – 25 following the expiry of the period that such claims have been covered by appropriate insurance provisions.

(ii) How and When Reserve can be used

Management of the reserve rests with the Director of Resources. The reserve is only able to be used to meet defined costs and is not available for general use by the Council. Approval to release funds from the reserve can only be given by the Council.

(iii) Future of the Reserve

To date there has been no call on this reserve. It is therefore proposed to release this reserve to General Fund balances, but if any future claims are made these would need to be met as a supplementary estimate from General Fund balances as and when they arise subject to Council approval.

5.12 LANES CAPITAL FUND

(i) Purpose of the Reserve

The Lanes Capital Fund was established under the terms of the original agreement whereby the Council was permitted to charge up to 1% of capital expenditure to the gross rent account as a permitted deduction. This annual amount has created a Reserve from which the Council's share of any exceptional expenditure required on the Lanes could be met in future years. Under the terms of the new lease agreement, any requirement to fund up to the first 1% of capital expenditure will fall on the Council's partner and the Council's permission (not to unreasonably refused) would be required to spend in excess of 1%. The Council would ultimately meet its share of any further exceptional expenditure through a lower rent distribution for that year. Given this situation it is considered prudent to continue to set aside the annual contribution to meet any future liability.

(ii) How and When Reserve can be used

Management of the Reserve rests with the Director of Resources who will be responsible for developing proposals requiring funding from the reserve. Approval to release funds from the reserve can only be given by the Council.

(iii) Future of the Reserve

This reserve is still required.

5.13 CLL RESERVE

(i) Purpose of the Reserve

To provide funds to purchase equipment from Carlisle Leisure Ltd, should the leisure management contract either not be renewed or be terminated due to breach of contract on the part of CLL.

(ii) How and When Reserve can be used

Management of the reserve rests with the Deputy Chief Executive and can only be used with the agreement of the Council. Use of the reserve should be accompanied by a report to Council providing details of the circumstances giving rise to the need for support to be provided by the Reserve.

(iii) Future of the Reserve

As the CLL contract is due to terminate in 2017, this reserve is still required. Discussions are ongoing with CLL to determine the current value of equipment should the contract not be re-let and the Council is left with an obligation to purchase.

5.14 ASSET INVESTMENT RESERVE

(i) Purpose of the Reserve

To provide resources to purchase properties and fund associated revenue costs and to provide resources for investment in the Council's industrial estates to ensure rent yields are maintained/ increased.

(ii) How and When Reserve can be used

Management of the reserve rests with the Director of Resources who will be responsible for developing proposals requiring funding from the reserve. Approval to release funds from the reserve can only be given by the Council.

(iii) Future of the Reserve

This reserve is still required.

6. CONSULTATION

- 6.1 This report was considered by Resources Overview and Scrutiny Panel on 28 November 2013.

7. CONCLUSION AND REASONS FOR RECOMMENDATIONS

7.1 The Executive is asked:

- (i) To consider the level and type of reserves held by the Council, noting their designated use as outlined in Section 5, and;
- (ii) To approve, for recommendation to Council, the release of the LSVT warranties reserve to the General Fund Reserve.

Contact Officer: Steven Tickner

Ext: 7280

**Appendices
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Community Engagement –

Economic Development –

Governance – The Council is required to have a balanced budget and the Authority should take account of the advice of its appointed s151 Officer. The Chief Finance Officer is required, by s25 of the Local Government Act 2003, to report to the Council on the robustness of estimates and also on the adequacy of proposed financial estimates.

Local Environment –

Resources – contained within the main body of the report

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 18 NOVEMBER 2013

EX.139/13 REVIEW OF RESERVES AND BALANCES
(Key Decision – KD.031/13)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

The Finance, Governance and Resources Portfolio Holder reported (RD.60/13) that a fundamental review of all of the Council's reserves was last undertaken in 2003. It was therefore timely that, given current budgetary constraints, a further review be carried out to establish whether all current reserves held were still required. He further outlined the legislative and governance requirements relative thereto.

Reserves could be held for three main purposes:

- (i) A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – that formed part of general reserves;
- (ii) A contingency to cushion the impact of unexpected events or emergencies – that also formed part of general reserves; and
- (iii) A means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

Members' attention was drawn to the current actual reserves held by the Council as at 31 March 2013, details of which were provided at Section 4.1 of the report.

The Finance, Governance and Resources Portfolio Holder reiterated that, as there were significant budgetary pressures on the Council in the coming years, the reserves highlighted above had been reviewed to determine whether they were adequate, still required and whether any potential existed for the release of any funds back to the General Fund. He added that certain reserves were still business critical, for example Welfare Reform, Transformation and Cremator Replacement. It was proposed that those reserves remain untouched at the present time.

Guidance in relation to the purpose of the various Reserves, and how and when they could be used was also provided at Section 5 of the report.

In conclusion the Finance, Governance and Resources Portfolio Holder moved the recommendations which were seconded by the Leader.

Summary of options rejected None

DECISION

That the Executive:

1. Had considered the level and type of reserves held by the Council, noting their designated use as outlined in Section 5 of Report RD.60/13, and;
2. Approved, for recommendation to Council, the release of the LSVT warranties reserve to the General Fund Reserve.

Reasons for Decision

To seek approval, for recommendation to Council, the release of the LSVT Warranties Reserve to the General Fund Reserve

EXCERPT FROM THE MINUTES OF THE RESOURCES OVERVIEW AND SCRUTINY PANEL HELD ON 28 NOVEMBER 2013

ROSP.89/13 REVIEW OF RESERVES AND BALANCE

The Director of Resources reported (RD.60/13) that a fundamental review of all of the Council's reserves was last undertaken in 2003. It was therefore timely that, given current budgetary constraints, a further review be carried out to establish whether all current reserves held were still required. He further outlined the legislative and governance requirements relative thereto.

Reserves could be held for three main purposes:

- (i) A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – that formed part of general reserves;
- (ii) A contingency to cushion the impact of unexpected events or emergencies – that also formed part of general reserves; and
- (iii) A means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

Members' attention was drawn to the current actual reserves held by the Council as at 31 March 2013, details of which were provided at Section 4.1 of the report.

The Director of Resources reiterated that, as there were significant budgetary pressures on the Council in the coming years, the reserves highlighted above had been reviewed to determine whether they were adequate, still required and whether any potential existed for the release of any funds back to the General Fund. He added that certain reserves were still business critical, for example Welfare Reform, Transformation and Cremator Replacement. It was proposed that those reserves remain untouched at the present time.

Guidance in relation to the purpose of the various Reserves, and how and when they could be used was also provided at Section 5 of the report.

The Executive had on 18 November 2013 (EX.139/13) considered and received the report.

“That the Executive:

1. Had considered the level and type of reserves held by the Council, noting their designated use as outlined in Section 5 of Report RD.60/13, and;

2. Approved, for recommendation to Council, the release of the LSVT warranties reserve to the General Fund Reserve. “

RESOLVED – That report RD.60/13 be welcomed.

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 16 DECEMBER 2013

EX.156/13 **REVIEW OF RESERVES AND BALANCES
(Key Decision – KD.031/13)

(In accordance with Paragraph 15(i) of the Overview and Scrutiny Procedure Rules, the Mayor had agreed that call-in procedures should not be applied to this item)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

Pursuant to Minute EX.139/13, the Finance, Governance and Resources Portfolio Holder reported (RD.66/13) that a fundamental review of all of the Council's reserves was last undertaken in 2003. It was therefore timely that, given current budgetary constraints, a further review be carried out to establish whether all current reserves held were still required. He further outlined the legislative and governance requirements relative thereto, reiterating that Reserves could be held for three main purposes:

- (i) A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – that formed part of general reserves;
- (ii) A contingency to cushion the impact of unexpected events or emergencies – that also formed part of general reserves; and
- (iii) A means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

Members' attention was drawn to the current actual reserves held by the Council as at 31 March 2013, details of which were provided at Section 4.1 of the report.

The Finance, Governance and Resources Portfolio Holder reiterated that, as there were significant budgetary pressures on the Council in the coming years, the reserves highlighted above had been reviewed to determine whether they were adequate, still required and whether any potential existed for the release of any funds back to the General Fund. He added that certain reserves were still business critical, for example Welfare Reform, Transformation and Cremator Replacement, and it was proposed that those reserves remain untouched at the present time.

Guidance in relation to the purpose of the various Reserves, and how and when they could be used was also provided at Section 5 of the report.

The Resources Overview and Scrutiny Panel had, on 28 November 2013, considered the matter (ROSP.89/13) and resolved that Report RD.60/13 be welcomed.

In conclusion the Finance, Governance and Resources Portfolio Holder moved the recommendations which were seconded by the Leader.

Summary of options rejected None

DECISION

That the Executive:

1. Had considered the level and type of reserves held by the Council, noting their designated use as outlined in Section 5 of Report RD.66/13; and
2. Approved, for recommendation to Council, the release of the LSVT Warranties Reserve to the General Fund Reserve.

Reasons for Decision

To seek approval, for recommendation to Council, of the release of the LSVT Warranties Reserve to the General Fund Reserve

Report to Council

Agenda
Item:

17(iii)

Meeting Date: 7th January 2014
Portfolio: Culture, Health, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref:KD
Within Policy and Budget Framework YES
Public / Private Public

Title: TULLIE HOUSE MUSEUM & ART GALLERY TRUST BUSINESS PLAN 2014/15
Report of: The Deputy Chief Executive
Report Number: SD 12/13

Purpose / Summary:

This report presents the Tullie House Museum and Art Gallery Trust 2014 - 2017 Business Plan.

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

Recommendations:

Full Council is asked to:

- (i) approve the Tullie House Business Plan for 2014 – 17;
- (ii) approve Carlisle City Council's grant of £1,217,200 (including inflationary increases up to and including 2011/12) to the Tullie House Trust in respect of core funding for the period 2014-15
- (iii) note that the Tullie House Business Plan does reflect the proposed core funding level of £967,200 (including inflationary increases up to and including 2011/12) for the periods 2015-16 and thereafter.

Tracking

Executive:	18/11/13 & 16/12/13
Overview and Scrutiny:	19/11/13
Council:	07/01/14

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. In its financial assumptions and projections the Business Plan directly reflects the levels of funding proposed for 2014/15 and subsequent years. The plan sets out the Trust’s approach to operating within this financial setting, and presents the Tullie House Trust’s vision for developing the Tullie House offer in the coming years

2. PROPOSALS

2.1 The business development proposals directly linked to the operation of Tullie House are detailed within the Business Plan itself (attached at Appendix 1).

2.2 The City Council is asked to review the business plan and confirm the Core Funding level for 2014/15. They are also asked to note the Business Plan’s response to proposed funding levels for 2015/16 and 2016/17.

3. CONSULTATION

3.1 The Tullie House Business Plan has been considered initially by Executive on 18th November. It was noted that the Business Plan does confirm that the Tullie House Trust have acknowledged, and are preparing for the proposed funding levels through to 2017. At that point Executive requested the input of the Community Overview and Scrutiny Panel.

3.2 The Tullie House Business plan was considered by the Council’s Community Overview and Scrutiny Panel (on 19th November). The panel were broadly

supportive of the Trust's aims and achievements to date and of the proposed Business Plan.

The panel also noted that the business plan did acknowledge, and plan for, the proposed budget reductions from 2015/16. They also discussed the outlined plans for increasing revenue and developing the museum and services.

3.3 The Tullie House Business Plan returned to the City Council's Executive on the 16th December. It is now recommended to Full Council.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

4.2 Full Council is asked to:

(i) approve the Tullie House Business Plan for 2014 – 17;

(ii) approve Carlisle City Council's grant of £1,217,200 (including inflationary increases up to and including 2011/12) to the Tullie House Trust in respect of core funding for the period 2014-15

(iii) note that the Tullie House Business Plan does reflect the proposed core funding level of £967,200 (including inflationary increases up to and including 2011/12) for the period 2015-16 and thereafter.

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 Tullie House Business Plan
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Community Engagement –

Economic Development –

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

Local Environment –

Resources - The MTFP assumes provision for the core funding of the Tullie House Trust in accordance with the Partnership and Funding agreement. This equates to core funding totalling £1,217,200 which includes the cost of inflation for 2011/12. The Business Plan also assumes an inflationary increase for 2012/13 of approximately £15,000 (to be finalised). A reduction in core funding in 2015/16 of £250,000 has been assumed in the MTFP which is also reflected in the Trust's Business Plan. Other issues requiring clarification include the tender exercise for the provision of central services.



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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. This will involve our working closely with Carlisle City Council 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.

The 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

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stage 1 funding in November 2014 - the first annual submission deadline that can realistically be achieved.

Although the main impact of this project would occur after the period covered by this business plan, considerable effort will be required in the first year of the 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.

The City Council is the Trust's key partner. The Trust has two City Council Members on the Trust Board. There are regular meetings between Trustees and senior Trust staff, and the Leader of the Council and senior Council officers. The Trust 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. And as already mentioned, the City Council would be our key partner in the redevelopment of Tullie House.

In preparing the business plan for the next three years, the Trust appreciates the continued support of the City Council. Performance indicators are agreed with the City Council and regular quarterly meetings are held with Council Officers. The Tullie House Departmental Management Team continues to work 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.

1.1 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.

1.2 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, Section 4 with our audiences and Section 5 with 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.

FINAL 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%.

As almost 70% of our visitors come from outside Carlisle, 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.
- Receiving *Good/Very Good* ratings by:
 - 93.4% of our visitors for the quality of our venue, and

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- 94.5% of our visitors for the enjoyment of their visit.
- 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 45-49 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

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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 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 latter).

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

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

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

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

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

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

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

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

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

4.2 The learning programme

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

- A *Making All Family Friendly* initiative which will create a more family orientated offer and will link with national and regional initiatives such as *Kids in Museums*.
- A *Young People* initiative which will develop programmes to engage with young people at Tullie House and our CMC partner the Wordsworth Trust. This initiative involves consulting with bridging organisations and working 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 – recently for example from the Royal Academy, Manchester Art Gallery, the V&A, Le Musee 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. 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

Business Plan 2014/15 to 2016/17

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 cash or monetary 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 giving).

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 as discussed below will require investment in professional fundraising expertise, for which we are setting aside £40k p.a.

5.2.4 Strategic commissioning

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

5.2.5 Other museum-related charges

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

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

5.2.6 Trading income

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

5.2.6.1 Catering

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

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

- Re-launch of the Sunday offer.

5.2.7 Renewing the CMC's funding

The critical importance of the Arts Council's Major Grants Funding to CMC for our access, education and outreach activities has been set out in Section 3. The current funding ends in March 2015. We plan, with our CMC partners, to apply for a further three years of funding under this programme; this application has to be submitted in early 2014. At this stage, for reasons of prudence, the three-year budget in Section 6 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 2013/14 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 250,000p.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 the grant will not be renewed.
- 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	2014/15	2015/16	2016/17
	£k	£k	£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	61	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 and are therefore not included in the totals as they are shown separately in the budget.			
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

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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.

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.

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LIST OF APPENDICES

Appendix A – Extract from the Partnership Funding Agreement & 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 & 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;

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- 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		
<p>May to September 2018</p>	<p>A Day in the Life of the River Eden (Eden Rivers Trust)</p>	<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>
<p>2014</p>	<p>Ideas Incubator</p>	<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

Tullie House Museum & Art Gallery Trust

Business Plan 2014/15 to 2016/17



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	1,646	1,685	-12.4%
	Of which:					
	Carlisle City Council grant	1,232	1,232	982	982	-20.3%
	Carlisle City Council central services	99	102	90	90	
	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	1,743	1,786	-28.9%
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	706	684	-44.2%
	Of which:					
	Tullie House Trust-funded	680	648	595	598	-12.1%
	Carlisle City Council central services	99	102	0	0	
Externally sourced central services	0	0	80	80		
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	1,817	1,802	-28.14%
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):	
Excess of other costs over income	£50K
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.

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.

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 18 NOVEMBER 2013

**EX.140/13 TULLIE HOUSE MUSEUM AND ART GALLERY TRUST BUSINESS
PLAN 2014 – 2017**
(Key Decision – KD.024/13)

Portfolio Culture, Health, Leisure and Young People

Relevant Overview and Scrutiny Panel Community

Subject Matter

The Culture, Health, Leisure and Young People Portfolio Holder submitted report CD.51/13 introducing the Tullie House Museum and Art Gallery Trust 2014-2017 Business Plan.

She explained that the purpose of the report was to facilitate consideration of the Business Plan in order that the Council may, in due course, agree core funding for the Trust. That was in line with Section 5 of the Partnership Agreement signed at the establishment of the Trust, that the Business Plan submitted by the Trust to the City Council should be used as the basis for agreeing funding.

The Culture, Health, Leisure and Young People Portfolio Holder indicated that she would be present at the Community Overview and Scrutiny Panel meeting on 19 November 2013, and was interested in hearing Members' comments.

In conclusion the Culture, Health, Leisure and Young People Portfolio Holder moved that the Executive consider the report and the proposed Business Plan; and make the report available for consideration by the Community Overview and Scrutiny Panel and the Resources Overview and Scrutiny Panel.

The Leader seconded the recommendations.

Summary of options rejected None

DECISION

The Executive:

1. Had given consideration to Report CD.51/13 and the proposed Tullie House Museum and Art Gallery Trust Business Plan 2014 - 2017.

2. Made the report available for consideration by the Community Overview and Scrutiny Panel and the Resources Overview and Scrutiny Panel.

Reasons for Decision

The recommendations allowed the report, the associated Business Plan and core funding to be approved in line with the Partnership Agreement

EXCERPT FROM THE MINUTES OF THE COMMUNITY OVERVIEW AND SCRUTINY PANEL HELD ON 19 NOVEMBER 2013

COSP.78/13 TULLIE HOUSE MUSEUM AND ART GALLERY TRUST BUSINESS PLAN 2014/17

The Overview and Scrutiny Officer advised that Members from the Resources Overview and Scrutiny Panel had been invited to attend the meeting to scrutinise the Business Plan with the Community Panel. One Member had given apologies but no other Members were in attendance. The Executive the previous day had requested that the Resources Overview and Scrutiny Panel should consider the plan but the Scrutiny Officer advised that it had been agreed at the last meeting that the Panel would attend this meeting. If the Resources Panel wished to consider the plan a special meeting may be required.

Mr Cooke, Chair of the Tullie House Trust Board introduced the members of the board in attendance. He reminded Members that the grant to Tullie House would be cut by £250,000 in 18 months. Whilst that was a painful decision to make the Board understood that the cut was necessary due to financial pressures. The Council had 18 months to finalise the details which were not without risk and the Trust could not guarantee that the income set within the business plan would be achieved. However, the Board had a track record of achieving targets and Mr Cooke was confident that the Trust could deliver the budget within the budget plan.

Mr Cooke advised that the Trust had a desire to implement a major redevelopment of Tullie House after the three years of the Business Plan. There was a long term intent to place the collections in a better environment that would do justice to the collections. Museums and art galleries were usually updated every 20 years or so and the Trust believed that the time was right for the Trust to recommend such a development to the City Council. The Trustees acknowledged that they managed the museum for the residents of Carlisle on behalf of the City council. The Trustees were in discussion with Officers to determine the best procedures for engaging with Members to ensure that the end result was a museum that the Trustees and Members could be proud of.

Ms Wade advised that the George Howard Collection had been well received and the museum had received a national award for its work on education.

In respect of the museum's collections Ms Wade explained that the Trustees had a vision of how they wished the museum to look in 2020 and had drafted a plan of how they wanted to work with the Council and partners. The museum had poor education facilities and the storylines needed to be refurbished. There was poor visitor circulation around the collections and also storage issues. The Trustees wished to discuss the Herbert Atkinson building with Council Officers.

Discussions had also taken place with the Heritage Lottery and a bid would be submitted within the next year or so. The Roman Frontier Gallery was doing well and had been given a

strong push by the British Museum. The Trustees were now looking at international opportunities in countries such as China.

In March 2014 the Trustees would be submitting a bid with the Cumbria Museums Consortium to secure a three-year extension of Arts Council England's £2.3 million major grant funding from 2015. That would be undertaken with Cumbria Museums Consortium partners Wordsworth Trust and Lakeland Arts Trust. The original award, which was won against tough opposition from cities such as Birmingham and Sheffield, in effect placed Tullie House with its partner museums in the top sixteen in the country outside the national museums.

With regard to audiences there had been a number of temporary exhibitions and the outreach project had increased its numbers. There were various initiatives for young people that had been funded by the Arts Council. An apprentice scheme had started and there were currently three apprentices at the museum and the museum were looking at developing the scheme further. There was also a strong team of volunteers.

The Trustees were also starting a digital programme entitled Treasures of Cumbria in which people could submit their stories of Cumbria. The project would tie in with the World War 1 commemorations and it would be an opportunity for residents to put forward their own stories. The display of the Crosby Garret Helmet had been exciting and had realised 4,000 visitors over the last two weeks with over 300,000 Twitter reaches.

In terms of resources the Trustees were looking at business development, fund raising and increasing regeneration. The staff at the museum were very loyal and committed.

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

- *With core funding being reduced how would the museum be sustained? Would the museum start charging for projects?*

Ms Wade advised that the Trustees had recently changed their charging policy. They were looking at fund raising which was a major part of income generated over the next twelve months. The Trustees were also looking at appointing a Fund Raising Manager.

- *Appendix C indicated that the income generated for 2013/14 was £500,000. How did that compare to the first year that the Trust was in place?*

Mr Cooke explained that in the first year after transfer to Trust status the income generated was £250,000. It was anticipated that by the end of the Business Plan that figure would be nearly £750,000 (including about £100,000 from Cumbria Bio-Diversity Data Centre, which was part of Tullie House). That meant that generated income would increase from about 24% of the Council's core grant in 2012/13, the Trust's first year, to 63% in 2016/17 (recognising that there would be some reduction in Council grant over that period). The equivalent figures if the Cumbria Bio-Diversity Data Centre income was included would be 28% and 73%. In response to a query from a Member Ms Wade gave a detailed breakdown of the income since 2011 from admission charges, Council budget and catering. Other sources of income included Grant Aid and interest from bank accounts. It was difficult to detail grants as they did not have a consistent pattern from year to year.

- *The justification for creating the Tullie House Trust was to enable the capacity for the Trust to generate income that would not be available to the Local Authority. Was the Trust on target with that funding or had it exceeded expectations?*

Mr Wheatley explained that it had exceeded expectations but it had been difficult to forecast for the first two years. A more accurate picture would be available for the coming year.

Mr Cooke explained that the Trust would have to re-apply for a grant from the Cumbria Museums Consortium over the next four months.

Ms Wade advised that when the previous bid had been won the bid had been put together by the Trusts themselves without the help of a professional fund raiser. Mr Cooke added that one of the major factors in winning that award was the fact that the Trust were working in partnership with two other major organisations in Cumbria and the outreach work was making art accessible to residents in Cumbria.

- *There was concern about the proposed reduction in Council grant and the potential impact on staff.*

Ms Wade advised that there was a lot of work to do but the Trust would look at ways of raising income and making savings from other sources before reducing staff numbers. The creating of a Fund Raising Manager post was seen as an investment.

Mr Cooke explained that the Trust would look at technology to enable the Trust to operate on a leaner basis.

The Culture, Health, Leisure and Young People Portfolio Holder acknowledged that the Trust had some tough decisions to make and increasing charges would be one option. A lot of work could be done on service delivery but none of the decisions would be taken lightly.

- *The Council were investing in other projects. Tullie House had been a superb museum for a number of years and the Council were now investing in a project that was not fully developed.*

Mr Cooke advised that if the Trust found it difficult to maintain the quality of service they would come back to the Council to discuss that best way forward but the Trust was not yet in that position. The Trustees had the scope to look at inventive ways to find funding and maintain their position. Mr Cooke added that he was pleased that the Council were investing in Arts projects and hoped that the proposed Arts Centre would complement Tullie House and the offer of Carlisle.

- *How long would the contract be for the Fund Raising Manager?*

Mr Cooke explained that that had not been decided but it would be preferable to have the post as a staff post rather than as an advisory position. The initiative was relatively short term looking to generate funding in the short term to meet the aspirations of the Business Plan.

- *After allowing for the grant to Tullie House did the Trust cost the Council less now than when it was under the Council's control?*

The Director of Resources advised that there had been a saving of £111,000 spread over three years from when the Trust commenced, ie a 10% reduction in direct costs. The proposed reduction would achieve a further 20% saving which would result in a 30% overall reduction which was in line with comparable savings elsewhere within the Council.

- *It had been anticipated last year that there would be 300,000 visitors to the museum this year but that figure had been amended to 250,000 by the end of the financial year. How confident was the Trust of achieving that figure?*

Ms Wade anticipated that there would be 242,000 visitors this year with an expected 250,000 the year after. The Crosby Garret helmet exhibition had had a positive impact on visitor numbers and the Trust was looking at an upward trend.

- *There was concern that the Trust's vision was ambitious. Members queried what contingency plans were in place should the proposed bid fail.*

Mr Cooke stated that they would go back to the Heritage Lottery Fund with a less ambitious option and use the available space for additional gallery and storage.

Ms Wade advised that she had had a very positive meeting with representatives from the Heritage Lottery Fund who had taken a draft of the 2020 vision. The representatives were very supportive and believed that the vision was along the right lines. The Trust recognised that it was important that they worked with partners such as the Council and the University. The bid would be worked up over the next year and then submitted in November 2014. The bid would have to go through the national office and would be competing against museums in large cities.

Mr Cooke added that stage one of the submission was key and there was a lot of work to ensure the bid was in good condition before it was submitted.

In response to a query regarding the Trust's 2020 vision Mr Cooke stated that the Trust would like to make a formal presentation to the Council at some point. Ms Wade added that the museum had superb collections that currently could not be displayed or made accessible to visitors. Work with toddler groups had increased but the conditions that schools were brought into were appalling and access for children with disabilities was difficult.

Mr Cooke explained how the collections were organised and explained that Tullie House was like four different museums. The Trust would like the linkage between the different collections to be better.

The Trust were looking at the possibility of introducing a visitor orientation gallery that would allow visitors to see what was in the museum before paying their entrance charge which was something that a number of museums had started to do.

- *It was good to see that the Trust was making use of the services to help the health and wellbeing of children.*

- *The Trust had been in existence for only two years but was doing a good job. They could look for funding in areas not available to the City Council and realised that they were the caretakers of that part of the historic quarter. The Member believed that the Council had a duty to support the museum on behalf of the residents of Carlisle and should provide the support that the Trust needed for the future.*

Mr Cooke stated that the Trust were aware from the beginning that they would have to demonstrate that they were capable of running the museum and believed that they would continue to be able to demonstrate that over the next three years.

- *The museum belonged to the people of Carlisle and it should be funded by the tax payers' money.*

The Communities and Housing Portfolio Holder hoped that the Trust were more than caretakers and believed that the City Council could continue to contribute. In view of the Council's financial situation the grant proposed was generous.

- *There was concern about the risk over the £1,000,000 investment in the Arts Centre which did not have a Business Plan.*

The Communities and Housing Portfolio Holder stated that she hoped that the development of the Arts Centre would complement the work of Tullie House and that the Council and the Trust could work together to complete the work in the museum. The Arts Centre would be new and bring in a different generation.

- *Tullie House should complement the Arts Centre more. Money was being taken from Tullie House to fund the Arts Centre.*
- *Tullie House currently contributed to the economy while the Arts Centre did not. Had the effect on the local economy been considered?*

The Director of Resources believed that there was no correlation between the Arts Centre and Tullie House in financial terms. The City Council would have to subsidise the Arts Centre but not to the same level as Tullie House.

- *Had the staff who had transferred been covered by TUPE conditions?*

Mr Cooke explained that staff had been transferred under TUPE. The local conditions included high fixed costs and the Trust may wish to consider changing the balance of fixed to variable elements of remuneration that could be more performance related. That would need to be looked at very carefully. The aim was to ensure employment costs were managed and that staff were able to work more flexibly. If there was any question of changing the employment contracts of staff who had transferred across from the Council that would be done in consultation with them in the proper way. The Trust would seek guidance from the Council's HR Officers but they had no specific plans at present.

- *A Member had confidence in what the Trust were doing. He acknowledged Members' concern but believed that they had to be more positive and the situation had to be*

accepted. The Member wished the Trust well and believed that they would achieve the funding they were seeking.

- *What was the position in respect of purchasing services?*

Mr Cooke explained that prior to the creation of the Trust there had been discussion on funding for central services. It had been decided that services such as HR and payroll, ICT, premises management and procurement services would continue with the City council for an indefinite period. If the Trust wished to terminate that agreement they were required to give 12 months notice. The services did not include finance and accounting as the Trust, being a charity, had to have their own independent financial and accounting advisors. The Trust would be looking at the feasibility of transferring some of the services to external bodies and it had been indicated that the Trust could save around £10,000 from 2015/16 but recognised that a lot of discussion on the matter was required.

The Chairman thanked the Trust representatives for their time and input.

RESOLVED: 1) That Report SD.09/13 be noted.

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 16 DECEMBER 2013

**EX.157/13 **TULLIE HOUSE MUSEUM AND ART GALLERY TRUST BUSINESS
PLAN 2014 – 2017**
(Key Decision – KD.024/13)

(In accordance with Paragraph 15(i) of the Overview and Scrutiny Procedure Rules, the Mayor had agreed that call-in procedures should not be applied to this item)

Portfolio Culture, Health, Leisure and Young People

Relevant Overview and Scrutiny Panel Community

Subject Matter

Pursuant to Minute EX.140/13, the Culture, Health, Leisure and Young People Portfolio Holder submitted report SD.10/13 presenting the Tullie House Museum and Art Gallery Trust 2014-2017 Business Plan.

The purpose of the report was to allow final consideration of the Business Plan in order that the Executive may confirm core funding for the Trust (and inform the Council's ongoing budget setting process accordingly).

That was in line with Section 5 of the Partnership Agreement signed at the establishment of the Trust; that the Business Plan submitted by the Trust to the City Council should be used as the basis for the agreement of funding.

The Community Overview and Scrutiny Panel had, on 19 November 2013, considered the matter (COSP.78/13) and resolved that Report SD.09/13 be noted. A copy of the Minute Excerpt had been circulated.

The Chairman of the Community Overview and Scrutiny Panel advised that the Panel's reaction to the ambitious plans for development in the Tullie House Business Plan had been very favourable. Members felt that the Trust's capability to deliver the Plan was evidenced by the targets set and achieved in their first years.

The Panel was pleased to see that the Trust had exceeded expectations in drawing in considerable external funding, and that more strong partnerships were being formed with regional, national and international museums. Also that Tullie House had won four special awards and was listed in the Daily Telegraph's 20 Top Family Friendly Museum Award Scheme.

They further noted that, from the commencement of the Trust, the Council had been saved £220,000 in direct costs (10% per year). The proposed £¼m cut in the Council funding from 2015/16 onwards would save the Council a further 20%, therefore providing a 30% reduction in costs for the Council. Whilst the Panel recognised that obvious benefit to the Council, there were worries on its impact, both on the plans for the Museum and on Tullie House staff. Members were also concerned that the Shaddongate Mill lease would expire in 2016 and mention was made in their comments of the Herbert Atkinson House and Garden, as possibly part of the answer in the urgent matter of the storage of the collections.

Overall, Members felt that the Plan was an impressive and exciting vision for Tullie House's future. Members were impressed with what had been achieved in their first years and, though many difficult challenges faced the Trust and the Portfolio Holder had commented that the Trust had some tough decisions to make, increasing charges might be one option.

In conclusion, the Chairman stated that the combined programme of actions being put in place were the right actions to expand a service which benefitted the City both culturally and economically.

In response, the Culture, Health, Leisure and Young People Portfolio Holder said that the Council would continue to work with the Tullie House Trust Board on future plans and decisions. She then moved the recommendations set out in the report which were duly seconded by the Deputy Leader.

Summary of options rejected None

DECISION

That the Executive:

1. Had considered and approved the Tullie House Business Plan for 2014 – 2017.
2. Approved Carlisle City Council's grant of £1,217,200 (including inflationary increases up to and including 2011/12) to the Tullie House Trust in respect of core funding for the period 2014-15.
3. Noted that the Tullie House Business Plan did reflect the proposed reduction in core funding levels to £967,200 (including inflationary increases up to and including 2011/12) for the periods 2015/16 and thereafter (a reduction of £250,000 as reflected in the City Council's Medium Term Financial Plan).

Reasons for Decision

The recommendations allow for Business Plan and associated core funding to be approved in line with the Partnership Agreement

Report to Council

Agenda
Item:
17(iv)

Meeting Date: 7 January 2014
Portfolio: Cross Cutting
Key Decision: Not applicable
Within Policy and Budget Framework: No
Public / Private: Public

Title: Dates and Times of Meetings 2014/15
Report of: Director of Governance
Report Number: GD.01/14

Purpose / Summary:

The attached report relating to the dates and times of meetings for 2014/15 was submitted to the Executive on 18 November 2013. The Executive recommended that the Council agree the schedule of dates and times of meetings in the 2014/15 municipal year as set out in the calendar attached as an Appendix; including the additional meetings scheduled for May 2014. The Executive also noted the dates and times of meetings of the Executive as chosen by the Leader and the change in date to the 2014 Elections.

Recommendations:

- (1) That the dates and times of meetings in the Municipal Year 2014/15 be approved as set out in the attached Schedule, including the additional meetings scheduled for May 2014.
- (2) That the dates and times for meetings of the Executive, which have been chosen by the Leader, be noted.
- (3) That the change in date to the 2014 Elections be noted.

Tracking

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

Report to Executive

Agenda
Item:

Meeting Date: 18 November 2013
Portfolio: Cross Cutting
Key Decision: Not applicable
Within Policy and Budget Framework: No
Public / Private: Public

Title: Dates and Times of Meetings 2014/15
Report of: Director of Governance
Report Number: GD.51/13

Purpose / Summary:

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

Recommendations:

- (1) The observations of the Executive are requested on the schedule of dates and times for meetings in the 2014/15 Municipal Year, including the additional meetings scheduled for May 2014, for submission to the City Council.
- (2) That the dates and times for meetings of the Executive, which have been chosen by the Leader, be noted.
- (3) That the change in date to the 2014 Elections be noted.

Tracking

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

1. BACKGROUND

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

City Council (ordinary meetings)	8 weekly;
Overview and Scrutiny Panels	6 weekly;
Executive (required to meet at least 13 times per year)	4 weekly;
Development Control Committee	6 weekly;
Regulatory Panel	5 weekly.
Licensing Committee	Quarterly

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

¹ Local Government Act 1972, Section 7

Meetings of the Standards Committee, Appeals Panel, Employment Panel, Licensing Sub-Committees, and other meetings are held as and when required and as such are not included in this schedule.

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

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

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

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

The budget proposal will then go to a Special meeting of the City Council on 3 February 2015. At this stage there has been no other scheduled Special Executive or Council meetings to consider amended budget resolutions, as has happened in previous years.

2. CONSULTATION

- 2.1 The Scrutiny Chairs Group had considered the draft timetable and any comments have been fed into the draft calendar.
- 2.2 Consultations had taken place with the Licensing Section, Economic Development and Resources on the scheduling of meetings. The Director of Resources comments on the arrangements for considering and processing the Budget and the views of Economic Development on the schedule of Development Control meetings have been incorporated in the schedule of meetings attached.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

Contact Officer: Rachel Rooney

Ext: 7039

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

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

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

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – Not applicable

Community Engagement – Not applicable

Economic Development – Not applicable

Governance – comments are incorporated in the report

Local Environment – Not applicable

Resources - Subject to the Council agreeing a schedule of meetings for Council, Overview and Scrutiny Committees and Regulatory Committees and the Leader arranging a schedule of meetings of the Executive which are broadly comparable with the schedule of meetings for the current Municipal Year, there are no additional staffing/resource requirements arising from this report.

The meetings necessary for the Budget process have been scheduled into the Calendar of Meetings.

The Council budget meeting is currently scheduled for 4 February 2014. As this is before 8 February any proposed amendments to the budget proposals on the night would act as a reference back to the Executive and would not be effective on the night.

May 2014

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

June 2014

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

July 2014

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

August 2014

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

September 2014

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

October 2014

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

November 2014

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

December 2014

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

January 2015

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

February 2015

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

March 2015

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

April 2015

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

May 2015

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

**EXCERPT FROM THE MINUTES OF THE
EXECUTIVE
HELD ON 18 NOVEMBER 2013**

EX.148/13 DATES AND TIMES OF MEETINGS FOR 2014/15
(Non Key Decision)

Portfolio Cross Cutting

Relevant Overview and Scrutiny Panel Community; Environment and Economy;
and Resources

Subject Matter

The Leader submitted report GD.51/13 concerning proposed dates and times of meetings of the City Council, the Executive, Overview and Scrutiny Panels and the Regulatory Committees for the 2014/15 municipal year.

Members' attention was, in particular, drawn to the additional meetings required as a result of the proposed change in date of the local elections from 1 May 2014 to 22 May 2014.

The Leader asked that the proposed dates and times of meetings be cross checked with the County Council's schedule of meetings (to avoid potential clashes) when that became available.

The Leader then moved that the report go forward to the City Council in January 2014 for approval.

Summary of options rejected None

DECISION

1. That the City Council be requested to agree the schedule of dates and times of meetings in the 2014/15 municipal year as set out in the calendar attached as an Appendix to Report GD.51/13; including the additional meetings scheduled for May 2014.
2. That the dates and times for meetings of the Executive, which had been chosen by the Leader, be noted.
3. That the change in date to the 2014 Elections be noted.

Reasons for Decision

In order to recommend to the City Council a schedule of dates and times for meetings covering the 2014/15 Municipal Year as required by Procedure Rule 1.1(ix)

Report to Council

Agenda
Item:

17(v)

Meeting Date: 7 January 2014
 Portfolio: Finance, Governance and Resources
 Key Decision: Yes: Recorded in the Notice Ref:KD.027/13
 Within Policy and Budget Framework
 Public / Private Public

Title: REVIEW OF POLLING ARRANGEMENTS
 Report of: Director of Governance
 Report Number: GD 03/14

Purpose / Summary:

This report presents the results of the review of polling arrangements and makes recommendations in respect of existing arrangements. A copy of report GD58/13 which was considered by the Executive at the meeting on 16th December and the recommendations of the Executive arising from those considerations are attached.

Recommendation:- See minute extract attached.

I Dixon

Electoral Services Officer

Tracking

Executive:	16 December 2013
Overview and Scrutiny:	N/A
Council:	7 January 2014

Report to Executive

Agenda
Item:

A.6

Meeting Date: 16 December 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: Yes: Recorded in the Notice Ref: KD.027/13
 Within Policy and Budget Framework
 Public / Private Public

Title: REVIEW OF POLLING ARRANGEMENTS
 Report of: Director of Governance
 Report Number: GD.58/13

Purpose / Summary:

This Report presents the results of the annual review of polling arrangements and makes recommendations for changes to existing arrangements as appropriate. Responsibility for designating polling places lies with the full Council. This report is presented to the Executive for information before submission to the Council meeting on 7th January 2014

Recommendations:

(See over)

Tracking

Executive:	16 December 2013
Overview and Scrutiny:	N/A
Council:	7 January 2014

RECOMMENDATIONS:

It is recommended that:

1. That no changes be made to current polling district boundaries.
2. It is recommended that the polling arrangements in the following wards remain unchanged:

Belah	Denton Holme	Morton
Botcherby	Harraby	St Aidans
Brampton	Hayton	Stanwix Urban
Burgh	Irthing	Upperby
Currock	Longtown & Rockcliffe	Wetheral
Dalston	Lyne	Yewdale

3. The Church of the Nazarene Moorhouse Road replace Belle Vue School as the polling place for districts MA and MB (Belle Vue Ward).
4. The Church of Science and Reading Rooms on the junction of Victoria Place and Chatsworth Square be designated as the polling place for polling district JD /JF(Castle Ward) to replace the location at the Cumbria Deaf Vision premises in Compton Street which are no longer available.
5. That polling facilities for polling district PAH in Cargo (Stanwix Rural Ward) be provided by siting a portable cabin in the play area at the Old School Yard Cargo to replace the location at Four Oaks Cargo which is no longer available.
6. That officers continue to investigate the provision of polling facilities for polling district PR1 and PR2 in Cumrew and liaise with the local member on possible options for providing polling facilities. Should it no be possible to provide a suitable alternative venue for a polling station Officers be authorised to provide polling facilities by siting a portable cabin in Cumrew
7. That letters of thanks be sent to Cumbria Deaf Vision, the owners of Four Oaks Cargo and the owners of Helme Farm Cumrew for their assistance in providing a venue for polling stations over the last few years
8. Officers continue to monitor the use of portable cabins as polling stations and continue to investigate potential alternatives. It be further recommended that Officers discuss with the supplier the use of a number of self contained units and

improved units with a wider door as detailed in paragraph 23 above at a number of polling station locations where portable cabins are currently used.

9. The Returning Officer be given authority, after consultation with relevant Ward Councillors and Portfolio Holder, to change polling place locations at the European / City Council elections if the usual premises prove to be unavailable due to unforeseen circumstances.

INTRODUCTION

1. The Council has a statutory duty under the Representation of the People Act 1983 to divide its area into polling districts, to designate a polling place for each district and to keep both polling districts and polling places under review. The Directorate Plan provides for an annual polling review to be carried out and it has been the practice in previous years to review the arrangements in those wards having local elections in the following May.
2. The Electoral Administration Act 2006, placed a duty on the City Council to carry out a full review of all parliamentary polling districts and polling places in the Council's area during 2007 and every four years thereafter. The City Council carried out a further review in 2011. The Electoral Registration and Administration Act 2013 introduced a change to the timing of compulsory reviews of UK Parliamentary polling districts and polling places. That Act required that the next compulsory review had to be started and completed between 1 October 2013 and 31 January 2015 (inclusive).

Subsequent compulsory reviews must be started and completed within the period of 16 months that starts on 1 October of every fifth year after 1 October 2013.

Carrying out the Review before the publication of the revised electoral register means that any changes can be reflected in the revised register thus avoiding the potential need to publish a further revised register. Particular polling districts or places may however be reviewed at any time. As the same polling places are used at local elections, any changes arising from the review will be implemented at the earliest local, parliamentary or euro election in the ward concerned.

3. Members will be aware that the Review of the Cumbria County Council, which was carried out by the Local Government Boundary Commission for England was completed in late December 2012 and necessitated a number of changes to polling districts to reflect the change of County Council Division boundaries. These changes were implemented in time for the County Council elections held in May 2013.
4. Notice of the review of Parliamentary Polling Districts and Polling Places was published on the Council's website, in the Library and in the Civic Centre in October 2013 with a closing date for submission of representations / comments of end of October. All City Councillors have been consulted on the polling arrangements for their particular wards, County Councillors in the Carlisle area have been consulted on arrangements in their Divisions, the two local M.P's, Parish Councils and persons appointed as Election Agents in recent elections have also been consulted. The views of the Carlisle Access Group were also sought on polling arrangements.

5. The Council has a duty to consult the Returning Officer of every parliamentary constituency in the Council's area on the arrangements. The Returning Officer for the Penrith and the Border constituency, which currently includes all rural wards except Burgh, Dalston and Wetheral, commented that he had not had occasion to visit either personally or through any member of staff the polling places within the City of Carlisle which fall within the Penrith and Border Constituency since the last election. He had no particular representations to make in relation to the review and had no suggested alternatives to the polling places which were identified. The Returning Officer noted that the facilities were community facilities which were close to distinct settlements and was satisfied that staff from Carlisle would inspect the premises to ensure that they remained suitable and accessible. (Copy letter attached as Appendix 2)
6. The current polling places and electorate are listed in Appendix 1 and these locations have been reviewed in the light of any representations and comments received.

STATUTORY PROVISIONS

- 7 In exercising its duty to keep polling districts and places under review, the 1983 Act requires Councils to seek to ensure that all electors have "such reasonable facilities for voting as are practicable in the circumstances ". Each parish should be a separate polling district. 'Polling place' is not defined in the Act but it refers to the building or area in which the polling station is situated.

ACCESS FOR DISABLED VOTERS

8. The Act also says that a Council must "seek to ensure that so far as is reasonable and practicable every polling place is accessible to electors who are disabled". The effect of this requirement is that a building should not be designated as a polling place if the only means of access to any polling station situated in it would be by means of steps, when another more suitable building is available in the polling district. However, a building would not be a more suitable polling place if it is so far away from most of the electors in the area as to be inconvenient for them to reach it.
9. Under the Disability Discrimination Act 1995 it is unlawful for a service provider to discriminate against a disabled person. Discrimination includes refusing to provide any service to disabled people that it provides to non-disabled members of the public or providing a worse standard of service to disabled people than it provides to non-disabled people. Service providers have had to change practices, policies and procedures that make it impossible or unreasonably difficult for disabled people to use a service. Since October 2004 service providers have had to make reasonable adjustments to their buildings to overcome physical barriers to access.
10. With the exception of portable cabins, the majority of polling places are accessible to disabled voters and where there have been particular difficulties, temporary access ramps have been installed. Polling compartments specifically designed for voters in wheelchairs have also been provided. In addition, any disabled voter is entitled to assistance from the Presiding Officer or may be helped by a companion. Large

versions of ballot papers are displayed in every polling station and devices are provided to assist blind or partially sighted voters to cast their own vote. Voters may also elect to cast their vote by post if they feel that this would be more convenient than attending a polling station.

11. The Access Group at their meeting in November discussed the Review of Polling Arrangements. The Group agreed that representatives of the group would visit the polling stations which are being used for the first time to check their suitability for use by disabled voters. It is hoped that this arrangement can be built upon to assess buildings which are used as polling stations for the first time in the future.

FREE USE OF ROOMS

12. In addition to free use of school premises, described in paragraph 27 below, any room the expense of which is payable out of any rate may also be used free of charge. This would apply to a room in a local authority building e.g. a Community Centre.

DUTIES OF RETURNING OFFICER

13. It is the responsibility of the Returning Officer to provide sufficient polling stations within each polling place and to allocate electors to the stations as he thinks most convenient. One or more polling stations may be provided in the same room. The Returning Officer also has a duty to appoint the polling staff and provide the necessary equipment.

REVIEW CRITERIA

14. Apart from the requirements outlined above, there are no specific statutory criteria for determining the suitability of premises for election purposes although the Electoral Commission did issue directions in relation to the arrangements for the Referendum carried out in May 2011 that there should be no more than 2500 electors allocated to any polling station.
15. The following factors have also been taken into account at previous reviews:
 - ◆ the convenience of the location within the polling district for the majority of electors including potential barriers such as major roads, rivers and railway lines.
 - ◆ extent of parking provision
 - ◆ internal size and layout of the premises having regard to the number of voters allotted to the polling station(s)
 - ◆ lighting and heating
 - ◆ proximity to public transport
 - ◆ cost (where there is a choice between similar premises)

16. The suitability of polling places are considered according to these criteria and taking into account the availability of alternative premises. An electorate of about 1000 - 1250 has previously been considered to be a manageable number per polling station at a parliamentary election but the number of voters to be allocated to any particular polling place will have regard to the distribution and density of households within the Ward concerned. Whilst the continuing rise in the number of electors voting by post means that the total number of electors allocated to individual polling stations could be increased because a decreasing proportion are voting in person it is considered that the Council should be wary of potential problems which might arise.
17. Members will recall the coverage in the National Media of the elections held on 6 May 2010 relating to problems with voting at polling stations in some areas of the country. The problems related to queues forming at stations and voters being unable to vote before the close of poll at 10pm. The size of the electorate assigned to individual polling stations and the number of staff allocated to stations were cited as contributory factors to the problems which arose. (In some of the polling stations where problems occurred the electorate entitled to vote at those stations was in excess of 4000 voters.)
18. In the Carlisle area the stations at Yewdale Community Centre, Stanwix Community Centre, Belle Vue Primary School (recommended to move to Church of Nazarene), Moot Hall Brampton and Longtown Community Centre have the most electors allocated. These stations have approximately 2300 voters allocated. All the above are double polling stations with 2 teams of staff on duty at the stations. Whilst there have not been any incidents in Carlisle of voters queuing and being unable to cast their votes at 10pm, it is considered prudent to maintain the current split for the allocation of electors to polling stations in the Carlisle area. Officers will continue to study any reports that are produced relating to issues arising nationally from previous elections and will take on board any recommendations or suggestions for improvement.

MOBILE POLLING STATIONS

19. As previously mentioned it is not possible in every polling area to locate a polling station in a permanent building. Where no suitable permanent buildings are available, mobile stations are used instead. Portable cabins, however, are much less satisfactory than permanent premises due to space limitations and lack of facilities. They are also difficult to staff and equip. Units are hired from a commercial supplier and guarantee of delivery is an important consideration, particularly in the event of an election being called at short notice. General concerns regarding the use of mobile stations have been raised in previous reviews by members of the Council however with the assistance of Members and officers it has been possible to identify alternative venues to host polling stations in place of some of the locations where mobile stations were previously used in particular at Etterby and albeit on a temporary basis at Richardson Street. The current recommendations do however include using additional portable cabins to replace locations that are no longer available.
20. The Council's Access Officer has in previous years been consulted on the use of portable cabins and has recommended that a portable ramp should be provided

with each cabin so that if ramped access is required it can be facilitated and, secondly, that consideration should also be given to the siting of the portable cabin so that where possible the gradient of any ramp used can be managed.

21. Discussions are continuing with the supplier of the portable cabins with regard to concerns over the accessibility of, and the facilities in, the cabins and their location / siting, with a view to providing level access portable cabins wherever this is possible.
22. The supplier has been able to supply a limited number of units that incorporate a 1000mm door, disabled access, toilet and solar powered electricity in recent elections. The supplier has further indicated that he has commenced a programme of fitting disabled access doors i.e. 1000mm wide to any office units purchased in future which will also be able to be supplied with disabled ramps. It should, however, be noted that because of site conditions, gradients and space that the above units would not be suitable for all locations where portable cabins are currently used as polling stations.
23. Officers have as part of this review investigated possible alternatives to portable cabins used as polling stations and, whilst it has not been possible in this review to recommend changes in respect of sites where portable cabins are currently used, Officers will continue to investigate potential alternatives.
24. As an outcome of this review it is recommended that Officers continue to monitor the use of portable cabins as polling stations and further investigate potential alternatives. It is further recommended that Officers discuss with the supplier the use of self contained units as detailed in paragraph 22 above at a number of polling station locations where portable cabins are currently used.

USE OF HOUSES

25. Following an earlier review, the Council agreed that no existing polling place should be replaced with a portable cabin unless the premises concerned become unavailable and there is no suitable alternative. It was also agreed that, where appropriate, private houses and vacant Council property be used as alternatives to mobile stations, on the following basis:
 - ◆ The property is in a convenient location for the majority of electors in the polling district concerned;
 - ◆ There is sufficient time for due notice of the change in station to be given to electors and candidates;
 - ◆ Signs are erected to show the changed location;
 - ◆ The condition of the property is satisfactory.

26. Empty Council houses were used at previous elections in a number of wards and this practice continued following the transfer of the housing stock to Carlisle Housing Association, although they were under no statutory obligation to make their properties available. Riverside have confirmed at the previous review that they would no longer be able to let their properties be used for election purposes due to the need to minimise the length of time properties are vacant between lettings. No further investigation of this option has therefore been carried on this option as part of this review

USE OF SCHOOLS

27. The 1983 Act also provides for the use, free of charge, for the purpose of taking the poll or the counting of the votes, of "a room in a school maintained or assisted by a local education authority or a school in respect of which grants are made out of moneys provided by Parliament", subject to making good any damage and defraying any expenses. These provisions also apply to grant maintained schools. There is no requirement that a school must close when part of it is being used as a polling station, but some do so because of practical difficulties in staying open or on security grounds.
28. Closure for elections, however, can be disruptive to the school timetable and inconvenient for working parents. In response to requests from school governing bodies and representations from the Local Education Authority, the number of schools used as polling places has been reduced in recent years and should members agree the recommendations only nine schools in the Council's area will be used as polling venues.

REVIEW OF POLLING PLACES AND POLLING DISTRICTS

29. As part of the current review Officers have taken the opportunity to look ahead at the possible impact of future residential developments on polling districts and polling district boundaries.
30. Planning Services have provided details of outstanding planning permissions for residential developments within the City Council's area and outline permissions. There are a number of potential developments in the City with outstanding or outline permissions for circa 50 properties and above as set out below. In forecasting the potential impacts of developments on electoral numbers the usual formula used is 1.8 electors per unit. Using that formula to forecast the impact of major developments within the City on current electoral registers for that area gives the following position.
- Castle (JA currently 912 on roll) – Development at former Ambulance Station Infirmary Street (60 Units, potentially 108 additional electors)
 - Denton Holme (HB currently 910 on roll) Development at Denton Business Park (43 units Potentially 77 additional electors)

- (HC currently 1028 on roll) - Development at Westmorland Street former Penguin Factory (37 Units potentially 67 additional electors) Development at Key systems Norfolk street (52 units potentially 93 additional electors) Development land at Rome Street / Bousteads Grassing (48 units potentially 86 additional electors).
- (HD currently 817 on roll) – Outline permission United Utilities Depot Nelson Street (103 Units, potentially 180 additional electors)
- Harraby (EA currently 1195 on roll) –former Dairy Harraby Green Business Park (61 Units potentially 110 additional electors)
- St. Aidans (CD,CG currently 1658 on roll) - Watts Storage Depot (100 units potentially 180 additional electors)
- Stanwix Urban (BD currently 1082 on roll) – St Augustines / Waverley Gardens (42 units potentially 75 additional electors)
- Yewdale (LE currently 436 on roll) – Grounds of Suttle House (41 Units potentially 74 additional electors)
- Morton / Dalston (The majority of Units will be in the Cummersdale District of the Dalston Ward OC currently 379 on roll) – Outline permission for Development on land at South Morton bounded by Wigton Road (825 Units potentially 1480 additional electors) Development at Garden Village (253 Units potentially 450 electors) Development at Peter Lane / Dalston Road (103 Units potentially 185 additional electors)
- Morton Westrigg / Wigton Road (48 Units potentially 86 additional electors)

Dalston OA Townhead Road / Station Road (currently 1759 on roll) - (121 Units potentially 218 additional electors) OF Racecourse Durdar Road (Currently 475 on roll) (42 units potentially 75 additional electors)

- Longtown (PE2 currently 866 on roll) – Former Sawmill site Netherby Road Longtown (48 Units potentially 86 additional electors)
- Stanwix Rural (PAG1 currently 114 on roll) Development at Crindledyke (836 Units potentially 1504 additional electors) Hadrians Camp (PAU1 currently 1298 on roll) (additional 96 units potentially 172 additional electors)

Wetheral (RC currently 1133 on roll) Development at Scotby Green Steading (45 units potentially 81 additional electors) (RG currently 150 on roll) Development at land adjacent to Alexandra Drive (49 units potentially 90 additional electors)

- 31 As indicated earlier in the report, the range which the Council have accepted in the past as a manageable number of electors per register, is 1000 – 1250, although this

number is considerably less than the number indicated in the Electoral Commission Directions for elections and referendums.

32. The figures above indicate that if the developments set out above are fully built then some realignment of the register for Dalston (Districts OA and OC), Denton Holme (District HC), Harraby (District EA), St. Aidans (District CD) and Stanwix Rural (Districts PAG1 and PAU1). However, as the timescales for the above developments are not clear at present, it is suggested that the position be noted at the present time and that no changes are made to polling district boundaries.
33. No representations have been received during this review with regard to polling district boundaries in the City Council area and, whilst noting the position on the potential impact of future developments as set out above, it is considered that the polling district boundaries currently in place are an acceptable arrangement. In the light of this it is recommended that no changes be made to current polling district boundaries at this time.
34. The large majority of polling places are satisfactory and have remained unchanged for many years. Choice of suitable buildings is limited and in most cases there is no alternative to the present arrangements. Change is therefore only considered where the current premises are no longer available or satisfactory, or representations have been received in respect of particular buildings.
35. In the absence of representations in respect of any of the following wards, it is recommended that the polling arrangements in the following wards remain unchanged:

Belah	Denton Holme	Morton
Botcherby	Harraby	St Aidans
Brampton	Hayton	Stanwix Urban
Burgh	Irthing	Upperby
Currock	Longtown & Rockcliffe	Wetheral
Dalston	Lyne	Yewdale

Suggested changes in Belle Vue, Castle, Great Corby and Geltsdale and Stanwix Rural Wards are discussed below

BELLE VUE WARD

- 36 Belle Vue Primary School is the designated polling place for over 2200 electors in districts MA and MB. As part of previous reviews, representations had been made on behalf of the governors, that the school should no longer be used for election purposes because such use would necessitate the closure of the whole school on polling days, to the detriment of the education of nearly 400 pupils. Prior to the

election in 2011, discussions were held with the Headteacher of Belle Vue School with regard to arrangements for election day. The Headteacher was able to put in place arrangements for the election to be held in the school hall with access for voters direct from the car park, meaning that the election could be held without the need to close the school for the day. For the Police and Crime Commissioner election in November 2012 the School requested that an alternative venue be found to avoid further disruption to the pupils schooling. For the Police and Crime Commissioner election arrangements were made to locate the polling station in the Church of the Nazarene building on Moorhouse Road on the understanding that the location would revert to Belle Vue School for future elections. However following the County Council election in May this year a further letter was received from the School detailing complaints with events that occurred on polling day and the following day and requesting that the school be no longer used as a polling station location. (copy letter and replies attached as Appendix ..3.

37. The Church of the Nazarene has indicated that they would be agreeable to the main hall being used as a polling station and in view of the objections lodged by Belle Vue School and the arrangements put in place with the Church of the Nazarene, it is recommended that the Church of the Nazarene building on Moorhouse Road be designated as the polling place for districts MA and MB. As a replacement for the Belle Vue Primary School

CASTLE WARD

38. The Cumbria Deaf Vision premises on Compton Street, Carlisle has been the designated polling place for approximately 830 electors in polling district JD /JF. Cumbria Deaf Vision have informed the Council that they are looking to relocate their premises and Compton Street will therefore be unavailable for use as a polling station in the future. Officers have investigated a number of possible locations for a polling station within the area covered by the polling district including Carlisle College, Trinity School, Church of Scotland and the former Fire Station premises in Warwick Street. Local Ward members felt that the fire Station premises were a little remote from the areas within the polling district where the majority of voters lived and suggested that the Church of Science and Reading Rooms located on the corner of Victoria Place and Chatsworth Square might be a more convenient location for a polling station. Officers have checked the availability of the Church of Science and Reading Rooms premises for the election in May 2014 and subject to agreement being received from the Church to the use of the premises as a polling station
39. It is recommended, that the Church of Science and Reading Rooms on the junction of Victoria Place and Chatsworth Square be designated as the polling place for polling district JD /JF and a letter of thanks be sent to the Cumbria Deaf Vision for their assistance in providing a location for a polling station over recent years.

STANWIX RURAL WARD

40. The Four Oaks at Cargo is the designated polling station for approximately 440 voters in polling district PAH. The owner of the Four Oaks has informed the Council that the premises have been sold and it is understood that there could be some

redevelopment of the property and it would no longer be available for use as a polling station. Following discussions with the Parish Clerk and some members of the Parish Council investigations have been made into the possible use of different venues in Cargo as a polling station. It has not been possible to identify a suitable alternative venue in Cargo and following further discussions with local ward Councillors and representatives of the Parish Council it is felt that the option of providing polling facilities by use of a portable cabin as a polling station would be the most suitable solution. It is suggested that the portable cabin should be sited in the play area in the Old School Yard.

41. It is recommended that polling facilities for polling district PAH in Cargo be provided by siting a portable cabin in the play area at the Old School Yard Cargo.

GREAT CORBY & GELTSDALE WARD

- 42 Helme Farm at Cumrew is the designated polling station for approximately 110 voters in polling districts PR1 and PR2. The owner of Helme Farm has informed the Council that the premises are to be sold and would therefore be no longer available for use as a polling station. Following discussions with the owner of Helme Farm, the Parish Clerk and the local Ward Member investigations are being made into the possible use of different venues in Cumrew as a polling station. Officers will continue with these investigations and liaise with the Ward member with a view to providing alternative arrangements for providing polling facilities in Cumrew. Should it not be possible to provide a suitable alternative venue the option of providing a mobile polling station will be pursued but only if no other options are available.
43. It is recommended that officers continue to investigate the provision of polling facilities for polling district PR1 and PR2 in Cumrew and liaise with the local member on possible options for providing polling facilities. Should it no be possible to provide a suitable alternative venue for a polling station Officers be authorised to provide polling facilities by siting a portable cabin in Cumrew.

OTHER POLLING PLACES

44. The usual booking requests will be sent early in the New Year in respect of polling stations to be used at the Joint Euro / City Council elections in May 2014, therefore confirmation of availability has not been received for the premises set out in appendix 1.
45. In order to ensure that polling stations are provided for all electors It is recommended that the Returning Officer be given authority, after consultation with relevant Ward Councillors and Portfolio Holder, to change polling place locations at the European / City Council elections if the usual premises prove to be unavailable due to unforeseen circumstances.

CONSULTATION

As set out in paragraphs 4, 5 and 11 the review has been the subject of consultations with M.P's, Councillors, Parish Councils, Election Agents, Returning Officer for Penrith and the Borders Constituency and Carlisle Access Group

CONCLUSION AND REASONS FOR RECOMMENDATIONS

The Review has identified a number of locations for polling stations that will not be available for use in future years and the City Council are recommended to agree alternative locations for polling stations in those polling districts.

CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

A properly run and administered election system enables a properly constituted body of elected Members to deliver the Carlisle Plan.

Contact Officer: Ian Dixon

Ext: 7555

**Appendices
attached to report:**

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

- None**

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Community Engagement –

Economic Development –

Governance – The Representation of the People Act 1983, the Electoral Administration Act 2006 and the Disability Discrimination Act 1995 and the various Acts' impact are all referred to and explained within the body of the report.

Local Environment – None

Resources - Any financial implications following the Review of Polling Arrangements can be met from existing base budgets.

Polling Places – Urban Wards

APPENDIX 1

WARD	POLLING PLACE	POLLING DISTRICT	ELECTORATE (Sept 2013)
Belah	Kingmoor Junior School	AA;AF,AB	2063
	Belah Community Centre	AC,AH	793
	1 Etterby Close	AD	1155
	Portable cabin, east side Kingstown Rd	AE, AG	964
Stanwix Urban	Portable cabin, Knowefield Avenue	BA;	1197
	Stanwix Community Centre	BB; BC; BE	2304
	St. Augustine's Parish Centre	BD	1082
St. Aidans	Portable cabin, east side Kingstown Rd	BF	163
	St. Aidan's Church Hall	CA, CF	1732
	Greystone Community Centre	CB, CE	772
	St. Cuthbert's Court, Myddleton St.	CC,CH	503
Botcherby	Greystone Community Centre	CD, CG	1658
	Botcherby Community Centre	DA	1467
	Botcherby Family Centre	DB	774
Harraby	Portable cabin, Cumrew Close	DC	792
	Harraby Community Centre	DD; DE	1703
	The Pinegrove Hotel, London Road	EA	1195
	Inglewood Infant School	EB	1283
	Harraby Catholic Club	EC, EF	1125
	Portable cabin, Cumwhinton Road	ED, EG	1234
Upperby	Creighton Rugby Club	EE	280
	St. Margaret Mary's Social Club	FA	904
	CDC Building adj. Upperby School	FB	816
	St. John's Ambulance, Scalegate Rd.	FC	1015
Currock	Petteril Bank Community Centre	FD; FE	1379
	Currock Community Centre	GA, GG	1065
	Bishop Harvey Goodwin School	GB, GE, GF	1475
	Currock Community Centre	GC	965
	St. Herbert's Church Hall	GD	1135
Denton Holme	Methodist Church Hall, Wigton Road	HA	348
	Denton Holme Community Centre	HB; HC	1938
	St. James Parish Centre	HD	817
	Portable cabin, Longsowerby	HE	1231
Castle	Portable cabin, Lorne Crescent	HF	474
	Newtown School	JA	943
	West End Temp Hall Hawick Street	JB	807
	Methodist Church Hall, Wigton Road	JC, JK	1374
	Deaf Vision 3 Compton Street	JD, JF	833
Morton	St. Cuthbert's Court, Myddleton St.	JE, JG, JH	552
	St. Luke's Church Hall	KA; KB	2104
	Portable cabin Border Terrier car park.	KC	1431
	Portable cabin, Borrowdale Road	KD, KF	733
	Portable cabin, Scawfell Road	KE	588
Yewdale	Yewdale Community Centre	LA; LB	2340

	Portable cabin, Richmond Green	LC	1187
	Portable cabin, Nairn Way	LD	927
	Richard Rose Morton Academy	LE	436
Belle Vue	Belle Vue Primary School	MA; MB	2244
	Newtown School	MC	1342
	St. Bedes School	MD, MF, MG	693
	Portable cabin, Hawthorn Grove	ME, MH	694

Polling Places – Rural Wards

Ward	Polling Place	Polling District	Electorate (Sept 2013)
Brampton	Moot Hall, Brampton (split 2 stations)	PK	2306
	Brampton Community Centre	PKA	1235
	Milton Village Hall	PL	120
Burgh	Beaumont Parish Hall	NA	364
	Village Hall, Burgh-by-Sands	NB	638
	Thurstonfield Methodist Chapel	NC	362
Dalston	Village Hall, Great Orton	ND	351
	Victory Hall, Dalston	OA	1759
	Primrose Hall, Gaitsgill	OB	317
	Embassy Ballroom, Cummersdale	OC	379
	Portable cabin, Carleton	OD	225
	Wreay Village Hall	OE	333
	6 Low Moor Avenue, Blackwell	OF	475
	Portable cabin, Black Lion, Durdar	OG	325
Great Corby and Geltsdale	Creighton Rugby Club	OH	1028
	Watson Hall, Castle Carrock	PP1	280
	Helme Farm, Cumrew	PR1; PR2	109
	Cumwhitton Public Hall	PS	261
	Heads Nook Village Hall	PAB2	273
	Talkin Village Hall	PAC	138
	Great Corby Village Hall	PBB	371
	Downagate Community Centre	PBC	352
	Reading Room, Hayton	PAA	573
	Heads Nook Village Hall	PAB1	319
Irthing	Methodist Church Hall, Corby Hill	PAD	772
	Lees Hill School	PG1; PG2	182
	Roadhead Public Hall	PH2	39
	Cricket Pavilion, Lanercost	PO1; PO2	167
	Taylor Institute, Low Row	PW	263
	Methodist Church Hall, Gilsland	PX1; PX2; PX3	184
	Lacy Thompson Hall, Hallbankgate	PY1; PY2	552
	Walton Village Hall	PAX	233
Longtown and Rockcliffe	Longtown Community Centre(2 Stations)	PE1- PE4	2257
	Moat Village Centre	PF1; PF2	170
	Former Conservatory Centre, Harker	PAG2	214
	Rockcliffe Community Centre	PAM	433
	Blackford School	PAY	320

Lyne	Roadhead Public Hall	PH1	340
	Hethersgill Parish Hall	PAE	324
	Fir Ends School, Smithfield	PAJ	291
	Nicholforest Hall	PAK	329
	Westfield House, Roweltown	PAS	132
	Stapleton Public Hall	PAW	203
Stanwix	Public Hall, Newtown, Irthington	PAF	580
Rural	Former Conservatory Centre, Harker	PAG1; PAG3	146
	The Four Oaks, Cargo	PAH	439
	Scaleby Village Hall	PAR	301
	Crosby Parish Hall	PAT1; PAT2	424
	Houghton Village Hall	PAU1; PAU2	1401
	Women's Institute Hall, Linstock	PAV	313
	Portable cabin, east side Kingstown Rd	PBK	147
Wetheral	Cotehill Village Hall	RA	506
	Cumwhinton Village Hall	RB	359
	Parish Centre, Scotby	RC	1133
	Memorial Hall, Warwick-on-Eden	RD	194
	Wetheral Village Hall	RE	1048
	Portable cabin, Aglionby	RF	237
	Portable cabin, Cumrew Close	RG	150
	Creighton Rugby Club	RH	201

Your Reference:
Our Reference: PF/KE
Enquiries to: Paul Foote
Direct Dial: (01768) 212205
Email: paul.foote@eden.gov.uk
Date: 1 November 2013

The logo for Eden District Council features the word "Eden" in a large, elegant serif font. A stylized wavy line, resembling a river or a path, flows through the letter 'E' and extends to the left.

District Council

Town Hall, Penrith, Cumbria CA11 7QF
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By email land@carlisle.gov.uk

I Dixon
Electoral Services Officer
Carlisle City Council
Governance Directorate
Civic Centre
Carlisle
CA3 8QG

Dear Mr Dixon

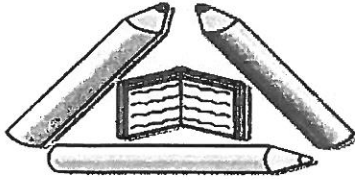
Review of Polling Districts and Polling Places

Thank you for your letter of 4 October 2013. I have not had occasion to visit either personally or through any member of my staff the polling places within the city of Carlisle which fall within the Penrith and Border Constituency since the last election. I have no particular representations to make in relation to your view. I have no suggested alternatives to the polling places which you identify. I do note that they are community facilities which are close to distinct settlements and no doubt you will inspect the premises to ensure that they remain suitable and accessible.

Yours sincerely

A handwritten signature in black ink that reads "Paul G. Foote". The signature is written in a cursive style.

P G Foote



Belle Vue Primary School

Beaver Road, Carlisle, Cumbria, CA2 7PT

Telephone: 01228 593161 Fax 01228 592623

Email: admin@bellevue.cumbria.sch.uk

Website: www.bellevue.cumbria.sch.uk

Headteacher: Mr Peter Owens

Deputy Headteacher: Mr Raymond Gordon, Mrs Catherine Bellas

10th May 2013

Mr David Mitchell
Democratic Services Manager
Legal and Democratic Services
The Lonsdale Building
The Courts
Carlisle
CA3 8NA



Dear Mr Mitchell

Re Use of School for Polling Station

Our school has been 'requested' to be used as a Polling Station annually for many years and every year the school has objected due to the disruption it causes. Once again this year the request was made, though we are not really being 'asked' but 'told' that the school will be used for the Elections.

The school has remained open while voting takes place due to the proximity of the school SATs tests and a risk assessment is put in place to ensure risks are kept to a minimum while numerous strangers visit the site. As the Key Stage 1 hall is normally used, school has to make alternative arrangements for lunches to be eaten in class, which involves increased co-ordination with our kitchen and administration team and our Out of School provision has to be relocated. We do not have any other suitable venue in the building for the election to take place.

During the afternoon on the Election Day an elderly able bodied gentleman (no disabled sticker) parked in our school car park, which has very little spare space, and was witnessed by another member of the public crashing one of our staff cars. He did not report the incident and had to be asked if he had bumped the car, which he then admitted to. The usual exchange of insurance details etc then took place. It is fortunate that no-one in the area was injured during the collision. Our member of staff has been greatly inconvenienced by this as she was expecting to exchange her car for a new vehicle that evening, which has now been delayed due to the damage incurred.

The matter was reported to Ian Dixon, Electoral Services Officer, Civic Centre, who responded only to give advice regarding the exchange of insurance etc, which we knew. He was not very concerned that the damage or dangerous occurrence had taken place.

A second incident occurred on Monday 6th May at 8.55am. A delivery van entered the school car park to collect the polling booths (the gate is closed to ALL vehicles from 8.35am – 9.50am while children and parents are walking onto school site). A parent indicated for the driver to slow down on the slip road and it was reported that he laughed at her and carried on. This is not acceptable conduct.

Once again we would like to raise our objections to the school being used as a Polling Station and request that alternative arrangements should be made for future Elections. The Church of the Nazarene was used for the Police Commissioner Elections in November 2012; therefore we do not understand why this cannot take place for all Elections or alternatively to locate a Portakabin in the area which takes place in other areas of the City.

We request that you give consideration to our proposal which is being made one year in advance of the next Election Day.

Thank you for your co-operation.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Ovens', with a long horizontal line extending to the right.

Mr Peter Ovens
Headteacher

Copy to:

Caroline Sutton, Assistant Director of Children's Services, Cumbria County Council

Mr P Ovens
Headteacher
Belle Vue Primary School
Beaver Road
Carlisle
CA2 7PT

Your reference:
Our reference: dm/lg

Dear Mr Ovens

Use of Belle Vue Primary School as a Polling Station

Thank you for your letter of 10th May regarding the use of Belle Vue School as a polling station.

Responsibility for designating the places to be used for election purposes lies with District Councils. Polling places in Carlisle are therefore determined by Carlisle City Council, having regard to the location, facilities and accessibility of available premises. Although suggested alternatives to the school have been investigated, none have been considered to be as convenient as the school or provide the same level of facilities required to accommodate the two polling stations necessary to serve this part of Belle Vue.

I understand that the City Council undertakes an annual review of polling stations and will therefore be looking again at polling arrangements in the City in advance of next year's elections. Accordingly, I have forwarded your letter to Ian Dixon, Electoral Services Manager at the Civic Centre and asked him to take account of your representations when reviewing polling stations in the Belle Vue Ward.

Next year there are two scheduled elections in the Spring – local elections on 1st May and the European Parliamentary election in late May or early June. The favoured date for the European election, to be confirmed by the European Parliament, is 22nd May and the government is currently consulting on moving the date of the local elections to coincide with the European election. It therefore seems likely that both elections will take place on Thursday 22nd May, being two days before the half term week. If the school were still required as a polling station, this date would presumably be after the SATs tests.

As mentioned in my letter of 26th February, if the school is used on election day, the decision to close is a matter for the school. Given the unfortunate incident this year, if the school is required, it may be worthwhile considering at least partial closure thus freeing up parking space for electors attending the polling station and allowing segregation between staff and public parking.

The van driver involved in the second incident would be collecting booths on behalf of Carlisle City so I have asked Ian Dixon to look into the matter and respond to your complaint.

Yours sincerely,

David Mitchell
Democratic Services Manager – Elections
on behalf of the County Returning Officer

Returning Officer

Dr Jason Gooding

Civic Centre Carlisle CA3 8QG • Telephone (01228) 817000 Fax (01228) 817048

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This matter is being dealt with by

Mr. Dixon

Mr. P. Ovens
Headteacher
Belle Vue Primary School
Beaver Road
Carlisle
CA2 7PT

Direct line 01228 817555

E-Mail <mailto:Iand@carlisle.gov.uk>

Your Ref.

Our Ref. Elections 2013

05 June 2013

Dear Mr. Ovens,

Cumbria County Council Elections May 2013

I refer to your letter of 10th May to the County Returning Officer a copy of which has been forwarded to me to respond to various comments made therein.

I am sorry that you have had the need to write with regard to matters relating to the use of Belle Vue School as a polling station in the recent County Council elections.

I note that there is an amount of disruption to the day to day working of the school caused by its use as a polling station and that this necessitates a number of measures being put in place to enable the key stage 1 hall to be used. The help that the school has given over the years is greatly appreciated not least because it is a building in a prime location in the Belle Vue Ward with such good facilities for this community use.

With regard to the crash between an electors car and a car belonging to a member of your staff I can once again only apologise that this happened and for the inconvenience that it has obviously caused for your member of staff. As you are aware the poll cards that were sent to each elector voting at Belle Vue School included a note to say that entry to the school was restricted during school opening/ closing times. I believe that rather than a member of the public it was one of the polling staff on duty at the School who drew attention to this incident and ensured that it was reported to a member of your staff. Whilst this does not change the fact that this regrettable incident took place it does indicate a more proactive attitude to both addressing the risk and dealing with the incident than given in your letter.

With regard to the second incident mentioned in your letter I have spoken to the gentleman who was collecting the polling booths on Monday 6th May who has informed me that he collected the polling station notice boards from the school gates on Beaver Road and then drove onto the school site. There was a lady and child walking along the middle of the access road so he drove behind them until he stopped his van. He then spoke to a colleague who works in the Civic Centre and whose child attends Belle Vue School. They shared a joke and laughed but this was not related to any other person at the

school. It is again regretted that the driver was accessing the school when children are entering the school site but in previous years we have been asked to remove polling booths prior to the start of a school day.

As mentioned in the reply sent on behalf of the County Returning Officer the City Council does undertake an annual review of polling stations later in the year as part of the preparations for the 2014 elections and I will ensure that your letter is submitted and considered as part of that review. It will however be a matter for the City Council to determine the polling places having taken into account the location, facilities and accessibility of available premises. Once the City Council have considered the review I will be in contact with you again to inform you of their decision. I note also that the County Returning Officer has advised you of the likely date of the election in 2014 although this is as yet still subject to confirmation

Please find enclosed a cheque for **£80.00** in respect of the use of the Belle Vue School as a polling station on 2nd May 2013:

I would be grateful if you would either supply your own receipt or alternatively sign the enclosed receipt and return it to me in the envelope provided. (This is to meet accounting requirements in connection with the staging of the Election.)

I will be in touch with you again once the City Council have considered the Review of Polling but in the meantime I am sorry for the problems caused at your school on polling day and would thank you once again for your help in delivering the election.

Yours faithfully,

Ian Dixon
Electoral Services Office

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 16 DECEMBER 2013

EX.159/13 **REVIEW OF POLLING ARRANGEMENTS
(Key Decision – KD.027/13)

(In accordance with Paragraph 15(i) of the Overview and Scrutiny Procedure Rules, the Mayor had agreed that call-in procedures should not be applied to this item)

Portfolio Finance, Governance and Resources

Relevant Overview and Scrutiny Panel Resources

Subject Matter

The Finance, Governance and Resources Portfolio Holder submitted report GD.58/13 presenting the results of a review of polling arrangements as required by the Representation of the People Act 1983. The Directorate Plan provided for an annual polling review to be carried out and it had been the practice in previous years to review the arrangements in those Wards having local elections in the following May.

Details of the statutory provisions and the criteria which had been used in carrying out the review were provided.

As Members were aware, the Review of the Cumbria County Council carried out by the Local Government Boundary Commission for England and completed in late December 2012, necessitated a number of changes to polling districts to reflect the change of County Council Division boundaries. Those changes were implemented in time for the County Council elections held in May 2013.

Notice of the review of Parliamentary Polling Districts and Polling Places was published on the Council's website, in the Library and in the Civic Centre in October 2013 with a closing date for submission of representations / comments of end of October. All City Councillors had been consulted on the polling arrangements for their particular Wards; County Councillors in the Carlisle area had been consulted on arrangements in their Divisions; the two local M.P.s, Parish Councils and persons appointed as Election Agents in recent elections had also been consulted. The views of the Carlisle Access Group were also sought on polling arrangements.

The Finance, Governance and Resources Portfolio Holder advised that Council had a duty to consult the Returning Officer of every parliamentary constituency in the Council's area on the arrangements. The Returning Officer for the Penrith and the Border constituency, which currently included all rural Wards except Burgh, Dalston and Wetheral, commented that he had not had occasion to visit either personally or through

any member of staff the polling places within the City of Carlisle which fell within the Penrith and Border Constituency since the last election. He had no particular representations to make in relation to the review and had no suggested alternatives to the polling places which were identified. The Returning Officer noted that the facilities were community facilities which were close to distinct settlements and was satisfied that staff from Carlisle would inspect the premises to ensure that they remained suitable and accessible. (Copy letter attached as Appendix 2)

The current polling places and electorate were listed in Appendix 1 and those locations had been reviewed in the light of any representations and comments received.

The Finance, Governance and Resources Portfolio Holder drew Members' attention to the use of mobile polling stations and the use of houses / schools as polling places. He added that, in response to requests from School Governing Bodies and representations from the Local Education Authority, the number of schools used as polling places had been reduced in recent years, and now only nine Schools within the Council's area were used as polling venues.

As part of the current review Officers had taken the opportunity to look ahead at the possible impact of future residential developments on polling districts and polling district boundaries.

Planning Services had provided details of outstanding planning permissions for residential developments within the City Council's area and outline permissions. There were a number of potential developments in the City with outstanding or outline permissions for circa 50 properties and above. In forecasting the potential impacts of developments on electoral numbers the usual formula used was 1.8 electors per unit. Details of the position following the use of that formula to forecast the impact of major developments within the City on current electoral registers for that area were provided.

The figures referred to indicated that, if the developments were fully built then some realignment of the register for Dalston (Districts OA and OC), Denton Holme (District HC), Harraby (District EA), St. Aidans (District CD) and Stanwix Rural (Districts PAG1 and PAU1) may be required. However, as the timescales for the above developments were not clear at present, it was suggested that the position be noted at the present time and that no changes be made to polling district boundaries.

No representations had been received during the review with regard to polling district boundaries in the City Council area and, whilst noting the position on the potential impact of future developments as set out above, it was considered that the polling district boundaries currently in place were an acceptable arrangement. In the light of that it was recommended that no changes be made to current polling district boundaries at this time.

The large majority of polling places were satisfactory and had remained unchanged for many years. The choice of suitable buildings was limited and, in most cases, there was no alternative to the present arrangements.

The Finance, Governance and Resources Portfolio Holder then reported in more detail on suggested changes in voting arrangements for the Belle Vue, Castle, Great Corby and Geltsdale and Stanwix Rural Wards. He further recommended that the Returning Officer be given authority, after consultation with the relevant Ward Councillors and himself, to change polling place locations at the European / City Council elections if the usual premises proved to be unavailable due to unforeseen circumstances.

The Finance, Governance and Resources Portfolio Holder wished to place on record his thanks to the Electoral Services Officer and his team for what was a very clear and well written report. He then moved the recommendations contained within the report, which were duly seconded by the Deputy Leader.

Summary of options rejected A number of options set out in Report GD.58/13 with regard to polling arrangements

DECISION

That Report GD.58/13 and the recommendations therein be referred to Council for consideration, the recommendations being:

1. That no changes be made to current polling district boundaries.
2. That the polling arrangements in the following wards remain unchanged:

Belah	Denton Holme	Morton
Botcherby	Harraby	St Aidans
Brampton	Hayton	Stanwix Urban
Burgh	Irthing	Upperby
Currock	Longtown & Rockcliffe	Wetheral
Dalston	Lyne	Yewdale

3. The Church of the Nazarene Moorhouse Road replace Belle Vue School as the polling place for districts MA and MB (Belle Vue Ward).
4. The Church of Science and Reading Rooms on the junction of Victoria Place and Chatsworth Square be designated as the polling place for polling district JD/JF (Castle Ward) to replace the location at the Cumbria Deaf Vision premises in Compton Street which are no longer available.
5. That polling facilities for polling district PAH in Cargo (Stanwix Rural Ward) be provided by siting a portable cabin in the play area at the Old School Yard Cargo to replace the location at Four Oaks Cargo which is no longer available.
6. That Officers continue to investigate the provision of polling facilities for polling district PR1 and PR2 in Cumrew and liaise with the local Member on possible options for providing polling facilities. Should it not be possible to provide a

suitable alternative venue for a polling station Officers be authorised to provide polling facilities by siting a portable cabin in Cumrew

7. That letters of thanks be sent to Cumbria Deaf Vision, the owners of Four Oaks Cargo and the owners of Helme Farm Cumrew for their assistance in providing a venue for polling stations over the last few years
8. Officers continue to monitor the use of portable cabins as polling stations and continue to investigate potential alternatives. It be further recommended that Officers discuss with the supplier the use of a number of self contained units and improved units with a wider door as detailed in paragraph 23 above at a number of polling station locations where portable cabins are currently used.
9. The Returning Officer be given authority, after consultation with relevant Ward Councillors and Portfolio Holder, to change polling place locations at the European / City Council elections if the usual premises prove to be unavailable due to unforeseen circumstances.

Reasons for Decision

To carry out a review of the Council's polling arrangements

Report to Council

Agenda
Item:

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Meeting Date: 7th January 2014
Portfolio: Cross Cutting
Key Decision:
Within Policy and
Budget Framework YES
Public / Private Public

Title: MANAGEMENT ARRANGEMENTS FOLLOWING DEPARTURE
OF DIRECTOR OF COMMUNITY ENGAGEMENT
Report of: TOWN CLERK & CHIEF EXECUTIVE
Report Number: CE 01/14

Purpose / Summary:

Please see attached report considered by the Employment Panel 12th November 2013.

Recommendations:

The Employment Panel recommends that Council approves the deletion of the post of Director of Community Engagement.

Tracking

Executive:	12/11/13
Overview and Scrutiny:	
Council:	

Report to Employment Panel

Agenda
Item:
A.5

Meeting Date: 12TH NOVEMBER 2013
Portfolio: Cross Cutting
Key Decision:
Within Policy and
Budget Framework YES
Public / Private Public

Title: MANAGEMENT ARRANGEMENTS FOLLOWING DEPARTURE
OF DIRECTOR OF COMMUNITY ENGAGEMENT
Report of: TOWN CLERK & CHIEF EXECUTIVE
Report Number: CE 13/13

Purpose / Summary:

The purpose of this report is to seek agreement of the panel to new management arrangements following the departure of the Director of Community Engagement. The overriding principles defining these proposals are as follows.

- The deletion of a Chief Officer post, saving the authority £76,600 including on-costs
- The allocation of further direct responsibilities to the Deputy Chief Executive and the Chief Executive
- The temporary allocation of the Housing Team to the Director of Economic development pending the outcome of a review of the function
- The transfer of Revenues & Benefits to the Resources directorate

The simple reallocation of responsibilities following a departure is the simplest option and, it could be argued, misses the opportunity of a deeper reorganisation. My firm view is that now is not the time for that deeper consideration of structure. Members will be aware that the Council will need to deliver a further £1.8M of savings for 2015/16. Delivery of those savings will inevitably require significant “business change” and that will be the best time to build a new structure. All structures are temporary to some degree, but this should be considered an arrangement pending significant change over the next two years.

Nevertheless staff require reporting lines and members need to know who’s accountable for particular functions. These proposals will meet those needs right now. Appended to this report is the proposed new structure (Appendix 1)

Recommendations:

It is recommended that members of the Employment Panel:

1. Note and comment upon the changes to the structure proposed
2. Recommend to Council the deletion of the post of Director of Community Engagement
3. Recognise that significant reorganisation will be a feature of the delivery of further savings over the next two years

PROPOSALS

This report outlines each of the responsibilities in the former directorate, where it is proposed they will now sit and the reasoning for that proposal.

Revenues and Benefits

To transfer to the Resources Directorate. This service sits comfortably alongside finance and does so in most authorities. The relationship with customer services is strong and does not require both services in the same place.

Customer Services

To become part of the Chief Executive's Team. This will help to give an overall corporate focus to the service – particularly as some important elements of business change in the future will require the energetic cooperation of other departments.

Housing

To temporarily transfer in its entirety (except Welfare Advice) to the Economic Development directorate. This is pending the outcome of a review of the homelessness service; once this is complete further decisions about location and structure will be made.

Contracts and Community Services & Partnership Manager

These functions will report to the Deputy Chief Executive. This will also ensure that some key projects that require high-level leadership (e.g. Arts Centre and leisure contract) will benefit from being within the Deputy's control.

There are additionally two posts – which provide administrative and technical support to a wide range of functions, particularly events and housing. These posts will transfer to the Chief Executive's Team.

Consultation with staff

Affected members of staff have been consulted about these proposed changes. I have offered to bring any comments that they wish to be raised to the attention of the employment panel and there are none.

Recommendations:

It is recommended that members of the Employment Panel:

1. Note and comment upon the changes to the structure proposed
2. Recommend to Council the deletion of the post of Director of Community Engagement
3. Recognise that significant reorganisation will be a feature of the delivery of further savings over the next two years

Contact Officer: Jason Gooding

Ext: 7001

Appendices

Appendix One: Proposed Structure Chart

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:

Governance – Under Section 4 of the Local Government and Housing Act 1989 the Head of the Paid Service is required to prepare a report to Council setting out proposals for the manner in which the discharge of the Council's functions is co-ordinated; the number and grades of staff required by the Council for the discharge of their functions; the organisation of the Council's staff; and the appointment and proper management of the Council's staff.

In Article 12 of the Constitution the Council has designated the Chief Officer posts within the Authority. Further, the Head of the Paid Service is delegated the power to determine and publicise a description of the overall structure of the Council, including the management structure and the deployment of officers. The Employment Panel is able to determine terms and conditions of employment. In relation to the deletion of a Chief Officer post it may make a recommendation to the Council.

Resources - The proposed deletion of the Director's post will generate a saving of £76,600 per annum which will form part of the Council's transformation savings target.

Changes to the organisational structure will require action on the part of HR Services and include notification to staff on changes to the reporting lines. The proposal highlights the need to review the current disciplinary and grievance process and to consider the benefits of delegating responsibilities. HR will review this in conjunction with the Chief Executive and appropriate Director and proposals will form part of a report to a future meeting of the employment panel.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

Carlisle City Council's Structure



**Town Clerk and Chief Executive
Jason Gooding**

Chief Executive's Team

- Customer Services
- Emergency Planning
- Organisational Development
- PA Support Team
- Policy and Communications



**Deputy Chief Executive
Darren Crossley**

Deputy Chief Executive's Team

- Arts, Culture and Sport
- Carlisle Partnership
- Community Development
- Community Safety
- Contracts and Partnerships
- Health and Well-being



**Peter Mason
Director of Resources**

- Audit
- Corporate Support Services
- Financial Services
- Financial Strategy
- HR Advice
- ICT
- Payroll
- Procurement
- Property and Facilities Management
- Revenues and Benefits
- Risk Management
- Section 151
- Shared Service Monitoring



**Mark Lambert
Director of Governance**

- Democratic Services
- Electoral Services
- Health and Safety & Environmental Performance
- Independent Remuneration Panel
- Land Charges
- Legal Services
- Licensing
- Mayor
- Member Services
- Monitoring Officer
- Overview and Scrutiny
- Standards Committee



**Jane Meek
Director of Economic Development**

- Building Control
- Business Support
- Carlisle Tourism
- Conservation/Urban Design
- Economic Development
- Homelessness/Hostels
- Housing
- Planning (Policy and Development)
- Property Portfolio (Strategic)
- Rural Policy and Support



**Angela Culleton
Director of Local Environment**

- Bereavement Services
- Car Parks
- CCTV
- City Engineers
- Environmental Health
- Green Spaces
- Refuse Collection and Recycling
- Street Cleansing

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**EXCERPT FROM THE MINUTES OF THE
EMPLOYMENT PANEL
HELD ON 12 NOVEMBER 2013**

**EMP.22/13 MANAGEMENT ARRANGEMENTS FOLLOWING DEPARTURE
OF DIRECTOR OF COMMUNITY ENGAGEMENT**

The Town Clerk and Chief Executive submitted report CE.13/13 seeking agreement of the Panel to new management arrangements following the departure of the Director of Community Engagement.

The Town Clerk and Chief Executive explained the overriding principals defining the proposals:

- The deletion of a Chief Officer post, saving the authority £76,600 including on-costs
- The allocation of further direct responsibilities to the Deputy Chief Executive and the Chief Executive
- The temporary allocation of the Housing Team to the Director of Economic Development pending the outcome of a review of the function
- The transfer of Revenues and Benefits to the Resources Directorate
- The transfer of Customer Services to the Chief Executive's Team.

The Town Clerk and Chief Executive stated that the simple reallocation of responsibilities following a departure was the simplest option and, it could be argued, missed the opportunity of a deeper reorganisation. His firm view was that it was not the time for a deeper consideration of structure. Delivery of the £1.8m savings for 2015/16 would inevitably require significant "business change" and that would be the best time to build a new structure. All structures were temporary to some degree and this should be considered an arrangement pending significant change over the next two years.

The proposals as set out in the report clarified staff reporting lines and met Members need to know who was accountable for particular functions.

Members agreed that the changes set out in the report were a sensible and pragmatic solution but had concerns regarding the future management structure of the Council. The Town Clerk and Chief Executive clarified that the new structure had 1 Chief Officer for every 85 members of staff. He agreed that the changes had been driven by austerity and it would not have been prudent to replace a Chief Officer post and make other members of staff redundant. There would be a lot of business changes made in the future and this could include further changes to the management structure.

RESOLVED – 1) That the changes to the structure as proposed in report CE.13/13 be noted;

2) That it be recommended to Council that the post of Director of Community Engagement be deleted;

3) That the Employment Panel recognises that significant reorganisation will be a feature of the delivery of further savings over the next two years

Report to Council	Agenda Item: 19
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Meeting Date: 7 January 2014
 Portfolio: Cross Cutting
 Key Decision: Not Applicable
 Within Policy and Budget Framework: Not Applicable
 Public / Private: Public

Title: OPERATION OF THE PROVISIONS RELATING TO CALL-IN AND URGENCY
 Report of: Director of Governance
 Report Number: GD.02/14

Purpose / Summary:

To report on the operation of call-in and urgency since the previous report to Council on 10 September 2013.

Recommendations:

That the position be noted.

Tracking

Executive:	N/A
Overview and Scrutiny:	N/A
Council:	7 January 2014

1. BACKGROUND

This report has been prepared in accordance with Rule 15(i) of the Overview and Scrutiny Procedure Rules which deals with the procedure in respect of occasions where decisions taken by the Executive are urgent, and where the call-in procedure should not apply. In such instances the Chairman of the Council (i.e. the Mayor) must agree that the decision proposed is reasonable in the circumstances and should be treated as a matter of urgency.

The record of the decision and the Decision Notice need to state that the decision is urgent and not subject to call-in. Decisions, which have been taken under the urgency provisions, must be reported to the next available meeting of the Council together with the reasons for urgency.

2. OPERATION OF THE PROVISIONS RELATING TO CALL IN AND URGENCY

The Executive, at their meeting on 16 December 2013, considered the following reports which were referred to Council. These items are all to be considered by the Council on 7 January 2014. If a call-in were to be received on any of the items, the call-in procedure would overlap the City Council meeting.

All Members will have received copies of the reports and minutes with the Summons for the Council meeting and will have the opportunity to consider the items at the Council meeting on 7 January 2014.

(i) Review of Reserves and Balances

The above report was submitted to and considered by the Resources Overview and Scrutiny Panel on 28 November 2013.

(ii) Tullie House Museum and Art Gallery Trust Business Plan 2014 – 2017

The above report was submitted to and considered by the Community Overview and Scrutiny Panel on 19 November 2013.

(iii) Asset Review Business Plan – Refresh of Disposal Programme

The above report was submitted to and considered by the Resources Overview and Scrutiny Panel on 28 November 2013.

(iv) Review of Polling Arrangements

It was considered that any delay caused by a call-in on any of the items detailed above would prejudice the Council's interests in delaying approval of the matters. The Mayor has therefore agreed that the above decisions are urgent and, for the reasons set out above, that the call-in process should not be applied to the decisions.

The Mayor has further agreed that the following decision taken by the Environment and Transport Portfolio Holder on 4 November 2013 was urgent and that the call-in process should not be applied to the decision for the reason stated:

PF.010/13 – Christmas Parking Concession – the Portfolio Holder wished to announce the decision at the meeting of the City Council on 5 November 2013; and the call-in procedures would have overlapped that meeting.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 That the position be noted.

Contact Officer: Morag Durham Ext: 7036

**Appendices None
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – N/A

Community Engagement – N/A

Economic Development – N/A

Governance – Report is by the Director of Governance and legal comments are included.

Local Environment – N/A

Resources - N/A

