

Community Overview and Scrutiny Panel

Agenda
Item:
A.2

Meeting Date: 22nd August 2013
 Portfolio: Cross Cutting
 Key Decision: No
 Within Policy and
 Budget Framework
 Public / Private Public

Title: OVERVIEW REPORT AND WORK PROGRAMME
 Report of: Overview and Scrutiny Officer
 Report Number: OS 19/13

Summary:

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

Recommendations:

Members are asked to:

- Decide whether the items on the Notice of Key Executive Decisions should be included in the Panel's Work Programme for consideration.
- Note the updates from the Task and Finish Groups and give formal approval to the Terms of Reference for the Hate Crime Review.
- Note and/or amend the Panel's work programme

Tracking

Executive:	-
Overview and Scrutiny:	22nd August 2013
Council:	-

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 2nd August 2013. The following issues fall into the remit of this Panel and full details are attached at **Appendix 1**:

KD.018/13 Play Area Review– this was due to be on the agenda for this meeting of the Panel but has now been deferred from the Executive meeting on 3rd September.

KD.021/13 Application to World Health Organisation (WHO) for Healthy City Status (Phase VI) - The Executive will be asked to approve the Council making an application for WHO Healthy City Status (Phase VI) at their meeting on 30th September 2013.

2. References from the Executive

The following references from the Executive meeting held on 5th August 2013 are attached at **Appendix 2**.

- EX.93/13 Representatives on Outside Bodies
- EX.84/13 Arts Centre Development

The addendum to the Executive report CD37/13 is also attached for information by the request of the Chair of the Panel.

3. Task Groups

Customer Access Strategy Task Group

The Task Group met with the Director of Community Engagement and the Customer Services Manager on 2nd August 2013. A briefing note summarising the discussion is attached at **Appendix 3**. Members of the Panel are asked to note the progress made on the Strategy and agree the suggested way forward for the Task Group.

Hate Crime Task Group

The Task Group held their initial meeting on 6th August 2013 to determine their Terms of Reference and scope the review. At the time of producing this report the Task Group are finalising their scope and a copy of the draft scoping document will be circulated separately.

4. Work Programme

The Panel's current work programme is attached at **Appendix 4** for comment/amendment. The Panel held a work programming session on the rise of their last meeting on 30th May and the work programme has been amended to reflect the outcomes of that session.

Contact Officer:	Nicola Edwards	Ext: 7122
Appendices attached to report:	1. Notice of Key Decision	
	2. References from the Executive	
	3. Customer Access Strategy Briefing Note	
	4. Community O&S Work Programme 2013/14	

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

CORPORATE IMPLICATIONS/RISKS: None

Items relevant to the Community Overview and Scrutiny Panel:

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.018/13
Decision Title:	Carlisle's Play Provision
Decision to be taken:	The Executive will be asked to decide on which option, identified in the review, to implement. This could mean a change of use to informal play space or football mini pitches in the appropriate locations.
Date Decision to be considered:	
Date Decision to be taken:	2 September 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Local Environment will be available five working days before the meeting
Contact Officer for this Decision:	Director of Local Environment, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Environment and Transport (Councillor Mrs Martlew)
Relevant or Lead Overview and Scrutiny Panel:	Community Overview and Scrutiny Panel

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

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

Items relevant to the Community Overview and Scrutiny Panel:

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.021/13
Decision Title:	Application to World Health Organisation (WHO) for Healthy City Status (Phase VI)
Decision to be taken:	The Executive will be asked to approve the Council making an application for WHO Healthy City Status (Phase VI)
Date Decision to be considered:	
Date Decision to be taken:	30 September 2013
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Director of Community Engagement will be available five working days before the meeting
Contact Officer for this Decision:	Director of Community Engagement, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Culture, Health, Leisure and Young People (Councillor Ms Quilter)
Relevant or Lead Overview and Scrutiny Panel:	Community Overview and Scrutiny Panel

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

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

EXCERPT FROM THE MINUTES OF THE EXECUTIVE
HELD ON 5 AUGUST 2013

EX.93/13 REPRESENTATIVES ON OUTSIDE BODIES
(Non Key Decision)

Portfolio All areas

Relevant Overview and Scrutiny Panel Resources

Subject Matter

Pursuant to Minute EX.60/13, the Leader presented Report GD.39/13 seeking the nomination of Members to serve on various outside bodies. He reminded Members that the Executive had, on 31 May 2013, made appointments to outside bodies. A number of the bodies had not, however, been appointed to due to the sad death of the Leader of the Council, and a Member's resignation from a number of bodies.

The Leader moved the recommendations to fill the vacancies identified as set out at Appendix A to the report.

In addition, representation on the following bodies had been reconsidered following call in by the Community Overview and Scrutiny Panel on 20 June 2013 (Minute COSP.43/13 referred).

The Leader reported that:

Cumbria Health Scrutiny Committee:

Following investigation he was satisfied that Councillor Bowditch was making a very good contribution towards the work of the Committee. He had, however, asked Councillor Bowditch to look into links with the Community Overview and Scrutiny Panel, and to discuss that aspect with the Chairman.

Downagate Community Centre Management Committee:

Councillor Graham had held both the County and City places on the Management Committee, with Councillor Mrs Parsons having been co-opted onto the Committee last year.

It was considered that such an arrangement may be problematic moving forward, in addition to which the Leader recognised that representation on Community Centre Management Committees was an important mechanism for people to represent their local communities.

The Council had therefore written to the Secretary of Downagate Community Centre Management Committee to investigate the potential nomination of both Councillors Graham and Mrs Parsons to represent the Hayton and Great Corby and Geltsdale Wards on that body. The Executive would so move, subject to acceptance being forthcoming.

Local Government Association – Rural Commission:

Councillors Tickner and Layden

Tullie House Museum and Art Gallery Trust Board

Councillor J Mallinson had been nominated and the Leader was sure he would do an excellent job.

The Leader further stated that the appointment of Members to serve on the Market Management Group was dealt with under his Scheme of Delegation. The Leader advised that Councillor Mrs Bradley would replace him on the Group.

Summary of options rejected None

DECISION

That the Executive agreed:

(1) That the City Council's representatives (to fill the vacancies) on the following bodies be as indicated:

Outside Body	Representation
Botcherby Community Centre Management Committee	Councillor Ms Patrick
Carlisle and District Citizens' Advice Bureau Trustee Management Committee	Councillor Ms Franklin
Cumbria Leadership Board	Councillor Glover Councillor Mrs Martlew (substitute)
The District Council's Network Assembly NOTE: the DCN's Constitution states that the representative is usually the Leader of the Council or someone in an equivalent position	Councillor Glover Councillor Mrs Martlew (substitute)
Local Government Association – General Assembly	Councillor Glover Councillor Mrs Martlew (substitute)
Riverside Carlisle Board NOTE: Council representatives can remain on the Riverside Board for a maximum of 9 years. Appointments or removals must be made in writing to the Secretary of the Carlisle Housing Association Board	Councillor P Atkinson

North Pennines Area of Outstanding Natural Beauty Partnership	Councillor Mrs Bradley
Solway Firth Partnership Board	Councillor Whalen

(2) That, in response to the call-in of Executive Decision EX.60/13 by the Community Overview and Scrutiny Panel, the Executive had reconsidered and agreed representation on the undernoted bodies as follows:

Outside Body	Representation
<p>Cumbria Health Scrutiny Committee</p> <p>NOTE: This is a joint Scrutiny Committee comprising representatives of the six District Councils in Cumbria and Cumbria County Council. The terms of reference require that Members should be full serving Members of Overview and Scrutiny Panels)</p>	Councillor Bowditch
Downagate Community Centre Management Committee	Councillor Graham; and Councillor Mrs Parsons (subject to the agreement of the Management Committee)
Outside Body	Representation
<p>Local Government Association – Rural Commission</p> <p>NOTE: The Council is entitled to nominate two representatives, either two Members or one Member and one Officer with the first named Member being allocated the vote)</p>	Councillor Tickner Councillor Layden
Tullie House Museum and Art Gallery Trust Board	Councillor Tickner Councillor J Mallinson

(3) That it be noted that Councillor Mrs Bradley would replace the Leader on the Market Management Group.

Reasons for Decision

To make appointments to Outside Bodies for 2013/14

**EXCERPT FROM THE MINUTES OF THE EXECUTIVE
HELD ON 5 AUGUST 2013**

EX.84/13 ARTS CENTRE DEVELOPMENT
(Key Decision – KD.015/13)

Portfolio Culture, Health, Leisure and Young People

Relevant Overview and Scrutiny Panel Community

Subject Matter

Pursuant to Minute EX.69/13, the Culture, Health, Leisure and Young People Portfolio Holder submitted report CD.37/13 concerning the potential development of an Arts Centre for Carlisle.

The Culture, Health, Leisure and Young People Portfolio Holder reiterated the background to the matter, commenting upon the long history of exploring the idea of a mid-scale Arts Centre and performance venue in Carlisle. She added that the Carlisle Plan provided a pledge for the development of an Arts Centre within the City.

It was proposed that a venue be identified for an Arts Centre which could:

- bring a new performing arts and entertainment focus into the Carlisle, delivering an offer to the city and its wider hinterland.
- deliver exciting and developing programmes of quality arts and entertainments, aimed at building and broadening audiences.
- offer a varied range of opportunities for Carlisle residents as participants, creators and performers.
- stimulate local talent and build the profile of Carlisle and Cumbria's creative and digital industries sector. That would include supporting emerging, Carlisle based, commercial artists and designers.
- contribute distinctively to Carlisle's visitor offer, linking into, and being a resource for, festivals, events, projects and cultural providers.
- provide the foundation for future developments in arts and entertainment.

Having considered potential venues in Carlisle, the former Fire Station in Rickergate (a substantial building with straight forward structure on a prominent corner site on the edge of the historic quarter) was proposed as the preferred option.

Details of the proposed format; market potential; management and programme aspects; design concept and capital costs; and the anticipated timetable were provided.

The Culture, Health, Leisure and Young People Portfolio Holder reported that this was the first stage of the process and clearly more work was needed on aspects, including the building, revenue stream, consultation with the community and the involvement of external funding

opportunities. She further commented upon the considerable support and positive debate which had ensued on the matter.

Following the 1 July 2013 meeting of the Executive, Councillors Ellis, Mrs Prest and Mrs Vasey had called in for scrutiny Executive Decision EX.69/13. The Community Overview and Scrutiny Panel had, on 11 July 2013, considered the decision and resolved "That the matter shall not be referred back to the Executive and the decision shall take effect from the date of this meeting."

At that same meeting, the Panel had resolved that Report CD.40/13 – Arts and Culture Strategy (Arts Centre) be noted.

Copies of Minute Excerpts COSP.47/13 and COSP.52/13 had been circulated.

The Culture, Health, Leisure and Young People Portfolio Holder further drew attention to the Addendum to Report CD.37/13 which outlined the revenue profile for the Arts Centre over a three year period, including the revised profile for the 2013/14 financial year as requested by the Community Overview and Scrutiny Panel on 11 July 2013.

Within the pre build 2013/14 year, £58,000 programme investment would support the delivery of a pilot programme promoting the space, assessing audience / market reaction and testing what worked; and meet costs associated with commissioning artists, materials, infrastructure e.g. staging and lighting, and room hire.

The Chairman of the Community Overview and Scrutiny Panel confirmed that the project was looked at twice during the July 2013 meeting. The reason for the call-in was "concerns over the doubling of capital costs". That figure had increased by over £478k and the questioning was, in the main, around the need for a Business Plan, indication of revenue costs, the suggestion that the project could be funded from the Asset Review Programme and there being no risk assessment included within the report.

The Portfolio Holder had advised that the programme was at an early stage and, if the figures did not stack up further along the process, the Executive would come back with other proposals. The Environment and Transport Portfolio Holder who also attended believed that the scheme would give a better return on Council funds than present interest rates.

The Chairman added that, following further questioning, Members were satisfied that the Panel would continue to be able to scrutinise the project as it progressed and agreed that it was not necessary to make reference back to the Executive.

The second scrutiny later on the Agenda was principally around the detail of the activities planned for the Centre, which questioning was assisted by the attendance of an Arts Consultant employed by the Council to advise on the project. He felt overall that the Council, particularly if they built up a good relationship with other institutions in the field, had an opportunity to produce a worthwhile facility.

In conclusion, the Chairman reported that she would bring the Addendum referred to above to the Panel's attention when they next met.

In response, the Culture, Health, Leisure and Young People Portfolio Holder welcomed the Chairman's comments. The Executive was very conscious of the need to secure value for money and to create jobs. She gave an assurance that the project would be the subject of robust scrutiny over the coming months.

By moving the recommendations set out in Report CD.37/13 and the Addendum thereto, the Culture, Health, Leisure and Young People Portfolio Holder said that the Council was taking steps towards the provision of a new and exciting initiative for Carlisle.

Summary of options rejected None

DECISION

That the Executive:

1. Approved the Warwick Street Fire Station for development as an Arts Centre for Carlisle;
2. Approved the increase in the capital programme from £586,000 to £1,064,500, for recommendation to Council, noting that the increase would be funded from additional capital receipts generated from the Asset Review Programme;
3. Approved the release of the current budget and re-profiling of the overall scheme, subject to Council approval above, with £50,000 being incorporated within the 2013/14 Capital Programme and £1,014,500 in the 2014/15 Capital Programme;
4. Delegated authority to the Portfolio Holder for Culture, Health, Leisure and Young People in consultation with the Director of Community Engagement to produce and progress the plans to deliver the Arts Centre as detailed in report CD.37/13;
5. Noted the re profiling of the existing budgets to future years, as detailed in the Addendum to Report CD.37/13;
6. Noted the use of the 2013/14 budget provision to fund current arts activity and for the development of a pilot arts programme.

Reasons for Decision

Carlisle had a recognised weakness in 'mid-scale' arts and entertainments programmes and, in line with the aim of the Carlisle Plan, now sought to develop a sustainable facility which would act as a focal point for creative arts complementing and supporting the existing offer in and around the City. That was in line with the vision and actions in the Carlisle Plan

The three year profile was provided to satisfy the requirements of the Community Overview and Scrutiny Panel by giving details of how the Arts Centre would be funded and the net revenue contribution that was required from the City Council to pump prime the development of a vibrant arts and cultural facility that showcased the City of Carlisle

ADDENDUM REPORT TO CD 37/13



Report to Executive

Agenda
Item:

Meeting Date: 5 August 2013
Portfolio: Culture, Health, Leisure and Young People
Key Decision: NO (However the original report CD37/13 is a key decision)
Within Policy and Budget Framework: YES
Public / Private: Public

Title: ARTS CENTRE DEVELOPMENT
Report of: The Director of Community Engagement
Report Number: CD 37/13

Purpose / Summary:

This addendum outlines the revenue profile for the arts centre over a three year period including the revised profile for the 2013/14 financial year as requested by the Community Overview and Scrutiny Panel of the 11th July 2013.

Recommendations:

It is recommended that Executive:

1. Note the re profiling of the existing budgets to future years.
2. Note the use of the 2013/14 budget provision to fund current arts activity and for the development of a pilot arts programme.

Tracking

Executive:	5th August 2013
Overview and Scrutiny:	
Council:	

1. BACKGROUND

- 1.1** The Chairman of the Community Overview and Scrutiny Panel reported that Executive Decision EX.69/13 from the Executive on 1 July 2013 concerning Arts Centre Development had been called-in by Community Overview and Scrutiny Panel as members were unclear about how the arts centre would be funded. This addendum provides the latest Art Centre “revenue” profiles as requested by COSP.

2. REVENUE PROFILE

- 2.1** To ensure long term stability and success of the Arts Centre it is envisaged that some revenue support will be required from external sources and the City Council. According to Arts Council England, it is has been the experience of similar facilities in other parts of the country that sustainable use and ticket sales take a number of years to develop and to be properly established. As part of the 2013/14 revenue budget approved by Council in February 2013, recurring revenue funding for the Arts Centre scheme was approved with £129,000 for 2013/14, £104,000 for 2014/15 and £159,000 for 2015/16 and beyond. In due course a further report will be prepared for the Executive detailing the estimated on-going revenue costs.
- 2.2** Estimated revenue cost at this stage are based on a cautious approach. Income from ticket sales and hires and the year on year increase in years two and three are relatively modest.
- 2.3** Similarly building heating, lighting and maintenance costs have been modelled on a building of similar size and age. It is likely however, on the completion of capital refurbishment, that heat, light and maintenance costs may be less.
- 2.4** Likewise other operational costs, such as staffing, are modelled on a building of similar size. On completion of refurbishment it is envisaged that the interior design and layout will lend itself to been run more efficiently by a small core staff team.
- 2.5** As part of a commitment to support local skills and training through the arts, and specifically at the Arts Centre, it is proposed that an apprenticeship will be offered to complement the operational and management team.
- 2.6** Although no final decision has been made about governance at this stage, trustee expenses are indicative.

- 2.7 Appendix one profiles the revenue costs of the arts centre over a three year period and shows the net cost to the City Council in each year. Costs associated with the use of the building, licensing, insurance and event delivery are included as are allowances for marketing, programme investment and specialist art consultancy. Management costs of £50,000 are cost neutral, as they are offset by income from seconded staff in kind.
- 2.8 The figures in year one (2013/14) have been updated to reflect 2013/14 activity in setting up the Arts Centre and pilot arts programme during this period. These changes reflect deleting the income from ticket sales, hire of performance space etc during 2013/14 being matched by a reduction in expenditure on planned maintenance, repairs, etc.
- 2.9 Within the pre build 2013/14 year, £58,000 programme investment will support the delivery of a pilot programme that promotes the space, assesses audience/ market reaction and tests what works. It includes meeting the costs associated with commissioning artists, materials, infrastructure, e.g. staging and lighting and room hire.
- 2.10 A key element of the pilot programme process will be local involvement by residents and community/voluntary sector groups and the establishment of a network of supporters and committed volunteers.
- 2.11 This approach is designed to support the future sustainability of the arts centre, including income from hire of performance space.
- 2.12 Building on the back of established relationships developed to support the delivery of the pageant, the pilot programme will operate from the engine shed and gym; with outreach work taking place in Carlisle's urban and rural communities to ensure that the cultural offer is accessible and open to all.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 3.1 The three year revenue profile is provided to satisfy the requirements of COSP by giving details of how the Arts Centre will be funded and the net revenue contribution that is required from the City Council to pump prime the development of a vibrant, arts and cultural facility that showcases the City of Carlisle

- 3.2** In order to progress this it is proposed that Executive:
1. Note the re profiling of the existing budgets to future years.
 2. Note the use of the 2013/14 budget provision to fund current arts activity and for the development of a pilot arts programme

4. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 4.1** This project will deliver Action 1 ‘to deliver a city centre Arts Centre and therefore contribute to meeting one of the Council’s key corporate objectives **‘We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle’**

Contact Officer: Keith Gerrard Ext: 7350

Appendices Appendix 1: Indicative “Revenue” Income & Expenditure 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 -

Economic Development –

Governance – The Local Government Act 2000 (Section 2) provides that the Council has the power to do anything which it considers likely to achieve the promotion or improvement of the economic, social or environmental well-being of its area. The power may be used in relation or for the benefit of the whole or any part of the community or all or any persons present or resident in the Council’s area. The Council is able to incur expenditure in relation to the Fire Station as it owns the said property. In exercising the power, the Council must have regard to its Community Strategy.

The future use of the premises as an Arts and entertainment venue is subject to the planning and licensing regulatory regimes and it is important that these are accounted for prior to significant commitment and expenditure. Goods, services and works must be properly procured and contracts should be subject to appropriate terms and conditions.

Local Environment – None

Resources – As set out in paragraph 2.1 of the report, revenue funding has been approved for the development of a City Arts Centre, with funding allocated of £129,000, £104,000 and £159,000 for years 2013/14, 2014/15 and 2015/16 onwards. This report advises Members of the need to re-profile these budgets into future years, as set out in Appendix 1, and in line with the programme of structure work required to the preferred site. This will be considered as part of the 2014/15 budget process.

The Executive are also asked to note the use of the 2013/14 budget provision (£129,000) to fund in year arts activity and for the development of a pilot arts programme for the venue.

A further report will be presented to a future Executive providing the detailed on-going operational costs of running the venue, once confirmed.

REVENUE PROFILE FOR THE ARTS CENTRE

APPENDIX ONE

Table 1: Revenue expenditure years 1 to 3

Revenue Expenditure	Pre Build (2013/14)	Year 1 (2014/15)	Year 2 (2015/16)	% Increase	Year 3 (2016/17)	% Increase	Comments
Planned maintenance	£0	£23,000	£23,000	0.00%	£23,000	0.00%	Based on a building of similar age and condition
Reactive maintenance	£1,500	£16,000	£16,000	0.00%	£16,000	0.00%	Based on a building of similar age and condition
Energy Costs	£3,000	£36,000	£36,000	0.00%	£36,000	0.00%	Based on 70-100% use of building. Will be dependent on level of program delivered.
Cleaning	£500	£16,000	£16,000	0.00%	£16,000	0.00%	Based on 20 hours per week at £15 per hour (gross). May vary dependent on programme of events.
Rates	£5,000	£5,000	£5,000	0.00%	£5,000	0.00%	Rates reduced from £13,000 to £5,000 to account for rate relief.
Marketing	£15,000	£20,000	£20,000	0.00%	£20,000	0.00%	
Programme investment	£58,000	£30,000	£30,000	0.00%	£10,000	-66.67%	To develop and establish a programme of events
Management	£50,000	£50,000	£50,000	0.00%	£50,000	0.00%	This expenditure is offset by Seconded staff in kind income.
Apprentice	£20,000						Maximum costs for an apprentice for 2 years. Year 1 cost of £6,400 then year 2 is age dependent and could range from £7,500 to £13,700. As post would be 2 years, it is likely some budget would require carried forward at the year end - (see para 2.5 above).
Trustee expenses	£0	£10,000	£10,000	0.00%	£10,000	0.00%	this takes into account of potential cost associated with use of a trust governance model - such as allpied at Tullie House. However no governace decsion has been made at this stage (see para 2.6 above)
Licences	£1,000	£3,000	£3,000	0.00%	£3,000	0.00%	Performing Rights Society licences, PPL, alcohol licence.
Security / Event security	£1,000	£10,000	£10,000	0.00%	£10,000	0.00%	Building security / Front of House security - variable depending on events held.
Insurance	£3,000	£3,000	£3,000	0.00%	£3,000	0.00%	Buildings / Contents / Public Liability / Events - likely to vary depending on events held
IT / Telephone	£1,000	£5,000	£5,000	0.00%	£5,000	0.00%	
Specialist Arts Consultancy	£20,000	£20,000		0.00%	£0	0.00%	
Revenue Costs	£179,000	£247,000	£227,000		£207,000		

Table 2: Revenue Income years 1 to 3

Revenue Income	Pre Build (2013/14)	Year 1 (2014/15)	Year 2 (2015/16)	% Increase	Year 3 (2016/17)	% Increase	Comments
Arts Council Grant	£0	£30,000	£30,000	0.00%	-		50:50 match funding. Likely to be able to use seconded staff as match funding.
Cafe/Bar (net)	£0	£8,000	£9,000	12.50%	£10,125	12.50%	Costs of running the bar have been factored in. E.g. Licences, health and safety, regulations met to allow catering and alcohol to be supplied, stock, staffing, set up costs.
Seconded staff in kind (i)	£30,000	£30,000	£30,000	0.00%	0		This income is used to offset Management costs
Seconded staff in kind (ii)	£20,000	£20,000	£20,000	0.00%	£0	-100.00%	This income is used to offset Management costs
Managed work space	£0	£5,000	£5,625	12.50%	£6,328	12.50%	
Performance space hire	£0	£3,000	£3,375	12.50%	£3,797	12.50%	
Performance ticket sales	£0	£5,000	£5,625	12.50%	£6,328	12.50%	
Rehearsal hire	£0	£2,000	£2,250	12.50%	£2,531	12.50%	
Fundraising and sponsorship	£0	£15,000	£16,875	12.50%	£18,984	12.50%	
Revenue Income(including in kind)	£50,000	£118,000	£122,750		£48,093		12.5% increase based on expected increase in programme.

Table 3: Net Revenue Costs years 1 to 3

Description	Pre Build (2013/14)	Year 1 (2014/15)	Year 2 (2015/16)	% Increase	Year 3 (2016/17)	% Increase	Comments
Net revenue costs	£129,000	£129,000	£104,250		£158,907		Net Revenue Cost to the Council
Current Budget Approved	£129,000	£104,000	£159,000		£159,000		
Additional cost/(Saving)	£0	£25,000	-£54,750		-£93		

It is proposed that the budgets approved through the 2013/14 budget process are moved forward a year, and the budget approved for 2013/14 is used to start developing and delivering a programme of events in the Fire Station prior to the capital works commencing.

**Customer Access Strategy – Task & Finish Group
Briefing Note for Panel 22nd August 2012**

1. Cllrs Prest, Stevenson and Vasey were appointed by the Panel on 11th July to the Task Group to look at the Customer Access Strategy.
2. The Task Group held a meeting on 2nd August 2013 with the Customer Services Manager, Jill Gillespie and the Director of Community Engagement, Keith Gerrard. Prior to the meeting the Customer Access Strategy document was circulated to Task Group members. (copy attached)
3. The Customer Services Manager explained to the Task Group that the Strategy had been developed in order to focus on customers and their needs and tied in with the Carlisle Plan.
4. The Customer Contact Centre was developing into a One Stop Shop for services in the district. Currently Cumbria County Council (Adult Social Care), Cumbria Constabulary, Passport Service and the CAB had presence in the centre. Closer links were also being developed with Carlisle Law Centre.
5. The foyer in the Civic Centre was currently undergoing an overhaul. Triage Receptionists are being introduced in order to filter and signpost customers. This will ensure that the most in need will receive support and advice required. There is evidence that previously people have left the Civic Centre without seeing an Adviser.
6. Self service kiosks are to be placed in the Contact Centre and customers will be encouraged to use the kiosks for straightforward tasks which will free up Advisers time for those with more complicated queries. It is hoped that eventually kiosks will be available in community settings, eg Community or Parish Centres.
7. More tasks can now be completed on-line and it is expected that over time less and less people will need to visit the Civic Centre as more routine enquiries will be undertaken in this way.
8. Members of the Task Group agreed that there was little that they could do to add value to the area. They commended the work and enthusiasm of the Customer Services Manager and her staff.
9. It was agreed that each of the Members would spend an hour in the Contact Centre to experience first hand the service and that the Task Group would reconvene in February 2014 to be updated in the implementation of the Action Plan.

Nicola Edwards
Overview and Scrutiny Officer

Customer Access Strategy

Vision - To promote Carlisle as a prosperous City, one in which we can all be proud.

Objectives
<p>1. The customer experience will be of the highest possible standard</p> <p>Using customer information to shape service delivery around our customers' needs so that they are delivered responsibly, accurately and cost effectively (All residents of Carlisle can confidently and easily access all the council's services they need. This should be in a timely and appropriate manner, irrespective of where they live, their skills knowledge and ability)</p>
<p>2. Customer access will be supported by the most appropriate use of new technologies</p> <p>Ensuring that we are an efficient and effective Council. One that continually reviews its processes and technological requirements to deliver cost efficient quality services in a timely manner that are appropriate to customers.</p>
<p>3. Achieve effective and appropriate collaboration with partners</p> <p>Proactively seeking out opportunities to work collaboratively with our partners to continually improve access to information and services provided to our customers.</p>
<p>4. Achieve channel shift across the whole of the customer base</p> <p>Encouraging self service where this is appropriate, for those who are able to contact the Council in this way, and publishing our achievements.</p>
<p>5. Learning, development and training</p> <p>Providing empowered, well-trained, professional and knowledgeable staff to support the delivery of services and assist customers to be confident and competent users of ICT based access.</p>

1. The customer experience will be of the highest possible standard

Action	Requiring	Timeline	Responsible Officer
<p>Agree and introduce clear service standards across all aspects of customer contact.</p>	<p>Ensure that services are focussed fully around the needs of the customer by :</p> <ul style="list-style-type: none"> • Review of face to face, telephony and web performance standards and monitoring mechanisms (such as mystery shoppers etc) across all access channels within all services. • Review use of customer insight to give us an accurate understanding of the customer profile (i.e. focus groups, feedback cards, CRM, complaints, compliments and comments). 	<p>April 2013</p>	<p>Steven O'Keefe (SO)/Jill Gillespie (JG)</p>
<p>Re-engineer processes, in order to improve first point of contact resolution and improve right first time resolution.</p>	<ul style="list-style-type: none"> • Re-design services and re-engineer processes and procedures via Lean Systems thinking methodology. • Introduce Rapid Improvement Events 	<p>Jan 2012 onwards</p>	<p>Jill Gillespie/Service Managers</p>

All customer service requests, requests for information and advice to be co-ordinated through the customer contact centre and recorded on CRM in the first instance.	<ul style="list-style-type: none"> Officers and Members should take details from customers and then direct the details through the customer contact centre. 	May 2012 onwards	SO/JG
Introduce systematic use of CRM intelligence	<ul style="list-style-type: none"> Feed into covalent for a holistic view of customer needs. 	Jan 2012 onwards	SO/JG

Customer access will be supported by the most appropriate use of new technologies			
Action	Requiring	Timeline	Responsible Officer
<p>Use technology to support and enhance customer access and service delivery.</p> <p>Set up an Automating Services Project Board to support new ways of working/service delivery using new and emerging technology.</p>	<p>Cross service/departmental work package</p> <p>Consider opportunities, and challenges associated with the greater use of the current and anticipated new technologies/social media to communicate and engage with customers:</p> <ul style="list-style-type: none"> Devise and introduce mobile App technology for services, e.g. Housing App, Carlisle People App. Undertake primary and secondary research, including: <ul style="list-style-type: none"> Identifying and evaluating good practice focus groups, 	2012/13	JG

	<ul style="list-style-type: none"> ○ market testing, ○ officer work groups ○ Member workshops ○ Young People's workshops 		
Devise, agree and implement new working practices across all customer contact locations, including Community venues.	Resourced implementation action plan in line with Transformation programme.	April 2013	JG

3. Achieve effective and appropriate collaboration with partners

Action	Requiring	Timeline	Responsible Officer
Review and evaluate all collaboration opportunities	<p>Working group with Customer Contact service to be a major part of:</p> <ul style="list-style-type: none"> • Identify areas of similarity/dissimilarity and potential barriers to implementation with partners • Evaluate greater customer access collaboration with (for example) CDRP, Police, DWP, Public Health Partners, Voluntary Sector, Riverside, YMCA, Salvation Army. • Further asset/accommodation sharing with partners, e.g. Post Office Counters, Job Centre Plus. • Examine collaborative opportunities to minimise the potential effects of the Welfare Reform Bill. 	Nov 2012 onwards	All
Develop a shared vision with partners for excellent customer access in Carlisle and seamless customer service delivery	<ul style="list-style-type: none"> • Establish combined customer forums and integrate consultation activity. Share feedback and research. • Agree common signage across access channels supporting customers with learning, language or literacy difficulties or sensory loss to access services. • Share customer issues with all stakeholders to enable total resolution for customers in a cost effective way. Utilising customer information in accordance with the data protection act to overcome mutual issues which involve stakeholders. 	March 2013	JG

Rationalise and improve co-location of services with other partners.	Multi Agency Framework Model Approach.	Developed December 2012	JG
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4. Achieve channel shift across the whole of the customer base			
Action	Requiring	Timeline	Responsible Officer
An enhanced website facility ensuring consistency of terminology and up to date service information.	<ul style="list-style-type: none"> Insight from customer groups (Youth Zone, Age UK, Focus Groups) Best practice from websites 	April 2013 onwards	SO/JG
Reduce the digital divide by extending electronic access to services through community centres, village halls, leisure centres, etc.	<ul style="list-style-type: none"> Feedback from Community Centre projects including community web development. 	April 2013	Mark Whitowrth (MW)/JG
Promote and market new ways of accessing services to help customers to become confident in accessing services in new ways.	<ul style="list-style-type: none"> Engagement of customers in the design and review, management and delivery of services, and the development of access channels and local customer facilities. Use of Triage Reception roles to promote online facilities to customers Use feedback as part of service design, development and delivery 	April 2013	Emma Titley (ET)/Jill Gillespie

	<ul style="list-style-type: none"> Developing, embedding and encouraging self serve via an enhanced website and mobile Apps. 		
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Learning, Development and Training			
Action	Requiring	Timeline	Responsible Officer
Put customer access at the heart of all aspects of Council service delivery.	<ul style="list-style-type: none"> Introduce customer service training as part of induction process. Develop customer service training package to be incorporated into training, appraisals etc. Build a customer centric authority with a focus on putting the customer first. 	April 2013	ET/JG
Deliver services through a committed, well	<ul style="list-style-type: none"> Embedded through all frontline 	Ongoing	ET/JG

trained and motivated workforce.	services.		
Implement a comprehensive change management process to support staff through a period of rapid and substantial change particularly in the area of welfare reform.	<ul style="list-style-type: none"> • Mentoring process to cascade throughout authority. 	Jan 2013 onwards	ET/JG
Incorporate a “train the trainer” approach to cascade Lean Systems Thinking methodology through the authority to promote customer centric service improvements.	<ul style="list-style-type: none"> • Train the trainer training through Lean programme. • Rapid Improvement Events identified. 	Developed Jan 2012 onwards	JG
Improve internal communications and increase the capacity for staff to help shape the improvement of services.	<ul style="list-style-type: none"> • Challenge & Change Group • Staff briefings • Information cascade back and forward via team meetings, DMT, etc, management briefings etc. 	March 2013	JG
Ensure that performance management information, key indicators and monitoring systems are fed into covalent to measure our progress toward achieving excellence in customer access.	<ul style="list-style-type: none"> • Data collected for quality and quantity measurement. • Goals to ensure constant improvement in delivery of services. • In line with ongoing service reviews and customer expectations. 	April 2013	JG
Ensure Equality and Diversity training for all	<ul style="list-style-type: none"> • Hard to reach groups 	2012/13	SO/JG

<p>staff to deliver an appropriately sensitive service to a diverse community with diverse requirements.</p>	<ul style="list-style-type: none">• Community Resource Centre, Hostels• Age UK, Youth Zone, CLL, Tullie House, Community Venues• Disability groups• In collaboration with partners – Police, Voluntary Sector, Riverside, YMCA, Salvation Army, County Council		
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COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2012/13

Date last revised: 08 August 2013

Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		30	11	22	3	14	9	13	27
								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
Community Centres				✓							✓				
FUTURE MEETINGS															
Carlisle's Play Provision Action Plan		✓					To consider report detailing review of play pitches and to consider the options indentified. Date TBC								
Tullie House Trust					✓		Business Plan 2013/14 - 2016/17					✓			
Revenue & Benefits Services	✓				✓		Report detailing pressures and performance of service				✓				
Benefits Advice Service					✓		Report detailing cost and impact of service				✓				

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								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
						13	13	13	13	13	14	14	14	14	
Riverside Carlisle				✓			Monitoring progress and developments of joint working		✓					✓	
Arts Centre		✓					Scrutiny of reports detailing progression of Arts Centre		✓						
Localisation of Council Tax							Proposals for scheme 2014/15 (joint with ROSP)								
Budget 14/15 - 18/19		✓	✓				Consideration of service implications					✓			
Transformation					✓	✓	Update of savings proposals and Directorate Restructure				✓				

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								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
						13	13	13	13	13	14	14	14	14	
Crime and Disorder Reduction Partnership	✓		✓				To consider Strategic Assessment 2013 Partnership Plan 2014/15				?	?			✓
Scrutiny Annual Report			✓		✓		Draft report for comment before Chairs Group								✓
COMPLETED ITEMS															
Sports provision in the District			✓				Panel to be involved in study and to consider final report		✓						
Shaddongate Resource Centre					✓		Update on provision, services and financial plan	✓							
Regulatory Reform Order – Empty Property Policy Amendments		✓					Consideration of Executive Report	✓							

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INFORMATION ONLY ITEMS															
Details								Date Circulated							

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	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		30	11	22	3	14	9	13	27
								May	Jul	Aug	Oct	Nov	Jan	Feb	Mar
CURRENT MEETING - 22nd August															
CCTV		✓				✓			✓						
Performance Monitoring Reports	✓						✓		✓		✓		✓		
TASK AND FINISH GROUPS															
Hate Crime			✓						✓						
Customer Access Strategy			✓						✓						