

AGENDA

Community Overview and Scrutiny Panel

Thursday, 19 November 2015 AT 10:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

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

Apologies for Absence

To receive apologies for absence and notification of substitutions.

Declarations of Interest

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

Public and Press

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

Minutes of Previous Meetings

To approve the minutes of the meeting held on 3 September 2015.
[Copy Minutes in Minute Book Volume 42(3)]

PART A

To be considered when the Public and Press are present

A.1 CALL-IN OF DECISIONS

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

A.2 OVERVIEW REPORT AND WORK PROGRAMME

5 - 10

To consider a report providing an overview of matters related to the work of the Community Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of the Key Decision items relevant to this Panel as set out in the Notice of Executive Key Decisions.
(Copy Report OS.23/15 herewith)

A.3 GREENWICH LEISURE LIMITED

**11 -
48**

(Culture, Leisure and Young People)

The Contracts and Community Services Manager to submit the annual performance report on Greenwich Leisure Ltd. Representatives of Greenwich Leisure Limited's regional team will be attending the Panel to give an annual update presentation on their performance over the last year.
(Copy Report SD.37/15 and presentation herewith)

A.4 TULLIE HOUSE BUSINESS PLAN 2016/17

**49 -
88**

(Culture, Leisure and Young People)

The Deputy Chief Executive to a report introducing the Tullie House Museum and Art Gallery Trust 2016 – 2017 Business Plan. The matter was included in the Notice of Executive Key Decisions and was considered by the Executive on 16 November 2015.
(Copy Report SD.26/15 herewith and Minute Excerpt to follow)

A.5 BUDGET 2016/17

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

Members are reminded that the Budget reports were circulated to all Overview and Scrutiny Members on 6 November 2015. Members are asked to bring the relevant budget reports to the meeting. The Executive Decisions from 16 November 2015 will be tabled at the meeting.

Revenue Budget Reports:

(a) Budget Update – Revenue Estimates 2016/17 to 2020/21 pages 1-18

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

- New Homes Bonus 2014/15 p.6 & p.8
- Homelife p.7
- Supporting People Contract p.7

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

- Proposals for Transformation Savings (Appendix C– p.14)

(b) Individual Charges Reviews – pages 19 - 111

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

Chief Executive's Team and Deputy Chief Executive's Team

- Old Fire Station p.22-25
- Summary of Income p.25-26

Local Environment

- Allotments p.60 - 61
- Sports Pitches p.64
- Play Area Inspection Fees p.65
- Bereavement Services p.67 - 68
- Environmental Health p.69
- Summary of Income p.76

Economic Development

- Housing p.98 - 102

- Summary of Income p.103

**(c) Revised Capital Programme 2015/16 and
Provisional Capital Programme 2016/17 to
2020/21 pages 127 - 136**

To consider the Director of Resources report RD.41/15 and in particular comment on the capital spending which fall within the area of responsibility of this Panel:

- Disabled Facilities Grant p.130 - 131
- Leisure Facilities p.130
- Revised Capital Programme 2015/16 p.135

A.6 2nd QUARTER PERFORMANCE REPORT 2015/16

**89 -
104**

(Cross Cutting)

The Policy and Performance Manager to submit performance monitoring reports relevant to the remit of the Community Overview and Scrutiny Panel.
(Copy Report PC.22/15 herewith)

Members of the Community Overview and Scrutiny Panel

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

Labour – Burns (Chairman), Osgood, Mrs Stevenson, Ms Williams, Caig (sub), Ms Franklin (sub), Harid (sub)

**Enquiries, requests for reports, background papers,
etc to Democratic Services Officer: Rachel Rooney – 817039**

- NIL -

PART B

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

Community Overview and Scrutiny Panel

Agenda
Item:

A.2

Meeting Date: 19th November 2015

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 23/15

Summary:

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

Recommendations:

Members are asked to:

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

Contact Officer: Sarah Mason

Ext: 7053

Appendices attached
to report: 1. Community O&S Panel Work Programme 2015/16

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions was published on 16th October 2015. This was circulated to all Members.

The following items fall into the remit of this Panel:

KD.33/15 Budget Process 2016/17

On the agenda of this meeting.

KD.37/15 Tullie House Business Plan 2016/17

On the agenda of this meeting.

2. References from the Executive

There are no references from Executive following their meeting on 19th October. Any relevant references received from 16th November Executive meeting will be circulated to Members.

3. Work Programme

The Panel's current work programme is attached. Members are asked to note and/or amend the Panel's work programme.

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

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2015/16

| Issue Contact Officer | Type of Scrutiny | | | | | | Comments/status | Meeting Dates | | | | | | | |
|--|------------------------|--|---------------------------|--|------------|--------|---|---------------|-----------|----------|-----------|-----------|-----------|-----------|-----------|
| | Performance Management | Key Decisions Item/Referred from Executive | Policy Review/Development | Scrutiny of Partnership/ External Agency | Monitoring | Budget | | 11 Jun 15 | 23 Jul 15 | 3 Sep 15 | 15 Oct 15 | 19 Nov 15 | 14 Jan 16 | 18 Feb 16 | 31 Mar 16 |
| | | | | | | | | | | | | | | | |
| CURRENT MEETING 19 November 2015 | | | | | | | | | | | | | | | |
| Budget setting 2016/17-2020/21 Steven Tickner | | ✓ | ✓ | | | | Consideration of service implications | | | | | ✓ | | | |
| Greenwich Leisure Ltd Gavin Capstick | | | | ✓ | | | Annual Performance Report | | | | | ✓ | | | |
| Tullie House Business Plan Gavin Capstick | | | | ✓ | | | Annual scrutiny of Tullie House Business Plan | | | | | ✓ | | | |
| Performance Monitoring Reports | ✓ | | | | | | Reporting of performance relevant to remit of Panel | ✓ | | ✓ | | ✓ | | ✓ | |
| TASK AND FINISH GROUPS | | | | | | | | | | | | | | | |
| Young People Needs of Young People | | | | | | | Possible topics for Task and Finish groups. | | | | | | | | |
| Health Issues in Carlisle | | | | | | | | | | | | | | | |
| FUTURE ITEMS | | | | | | | | | | | | | | | |
| Scrutiny Annual Report Sarah Mason | | | ✓ | | ✓ | | Draft report for comment before Chairs Group | | | | | | | | ✓ |

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2015/16

| Issue Contact Officer | Type of Scrutiny | | | | | | Comments/status | Meeting Dates | | | | | | | |
|---|------------------------|--|---------------------------|--|------------|--------|---|---------------|-----------|----------|-----------|----------------------|-----------|-----------|-----------|
| | Performance Management | Key Decisions Item/Referred from Executive | Policy Review/Development | Scrutiny of Partnership/ External Agency | Monitoring | Budget | | 11 Jun 15 | 23 Jul 15 | 3 Sep 15 | 15 Oct 15 | 19 Nov 15 | 14 Jan 16 | 18 Feb 16 | 31 Mar 16 |
| | | | | | | | | | | | | | | | |
| Welfare Reform Agenda Darren Crossley | | | | | | | Scrutiny of Council contribution (after informal briefing at Council) | | | | | | | ? | |
| Performance Monitoring Reports | ✓ | | | | | | Reporting of performance relevant to remit of Panel | ✓ | | ✓ | | ✓ | | ✓ | |
| Riverside Annual Report Jeremy Hewitson | | | | | | | Monitoring progress and developments of joint working (consider including all social landlords) | | | | | | | | ? |
| CSP Strategic Assessment Darren Crossley | | | | | | | Presentation of the Strategic Assessment that informs that Partnership Plan | | | | | | ✓ | | |
| Community Safety Partnership Gavin Capstick | | ✓ | | | | | Scrutiny of the Partnership Plan | | ✓ | | | | | ✓ | |
| Energy Efficient Project Margaret Miller | | | | | | | Impact of new legislation | | | | | | | ✓ | |
| Customer Services Jill Gillespie | ✓ | | | | | | Performance of the new web-site | | | | | Date to be confirmed | | | |
| New Homes bonus and Empty properties / Housing Quality Margaret Miller | | | | | | | | | | | | Date to be confirmed | | | |

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2015/16

| Issue Contact Officer | Type of Scrutiny | | | | | | Comments/status | Meeting Dates | | | | | | | |
|---|------------------------|--|---------------------------|--|------------|--------|---|---------------|-----------|----------|-----------|-----------|-----------|-----------|-----------|
| | Performance Management | Key Decisions Item/Referred from Executive | Policy Review/Development | Scrutiny of Partnership/ External Agency | Monitoring | Budget | | 11 Jun 15 | 23 Jul 15 | 3 Sep 15 | 15 Oct 15 | 19 Nov 15 | 14 Jan 16 | 18 Feb 16 | 31 Mar 16 |
| | | | | | | | | | | | | | | | |
| Completed Items | | | | | | | | | | | | | | | |
| Low Cost Home Ownership Policy | | ✓ | | | | | Scrutiny of Executive Report | ✓ | | | | | | | |
| Leisure Facilities Development | | | | | | | Private report on options for future delivery | ✓ | | | | | | | |
| Carlisle Plan 2015-18 | | ✓ | | | | | Pre-decision consultation on the draft Carlisle Plan 2015-2018 | | | ✓ | | | | | |
| Private Rented Sector | | | ✓ | | | | Presentation on the Private Rented Sector in Carlisle / relationship with Private Landlords | | | ✓ | | | | | |
| Arts Centre Gavin Capstick | ✓ | | | | | | Performance of the Arts Centre (in the first months after opening) | | | | ✓ | | | | |
| Sports and Leisure new contract Gavin Capstick | | | | | | | Results of market engagement for new contract | | | | ✓ | | | | |

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2015/16

| Issue Contact Officer | Type of Scrutiny | | | | | | Comments/status | Meeting Dates | | | | | | | |
|-----------------------------------|------------------------|--|---------------------------|--|------------|--------|-----------------|---------------------------|-----------|----------|-----------|-----------|-----------|-----------|-----------|
| | Performance Management | Key Decisions Item/Referred from Executive | Policy Review/Development | Scrutiny of Partnership/ External Agency | Monitoring | Budget | | | | | | | | | |
| | | | | | | | | | | | | | | | |
| | | | | | | | | 11 Jun 15 | 23 Jul 15 | 3 Sep 15 | 15 Oct 15 | 19 Nov 15 | 14 Jan 16 | 18 Feb 16 | 31 Mar 16 |
| INFORMATION ONLY ITEMS | | | | | | | | | | | | | | | |
| Details | | | | | | | | Date Circulated | | | | | | | |
| Food Law Enforcement Service Plan | | | | | | | | 1 st June 2015 | | | | | | | |

Report to Community Overview and Scrutiny Panel

Agenda
Item:

A.3

Meeting Date: 19th November 2015
Portfolio: Culture, Health, Leisure and Young People
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: GREENWICH LEISURE LIMITED
Report of: DEPUTY CHIEF EXECUTIVE
Report Number: SD 27/15

Purpose / Summary:

This report introduces and precedes an annual update presentation from Greenwich Leisure Limited (formerly Carlisle Leisure Limited) to Carlisle City Council's Community Overview and Scrutiny Panel.

Representatives of Greenwich Leisure Limited's regional team will be attending the panel to give an annual update presentation on their performance over the last year (slides for the presentation accompany this report to panel).

This report provides a year to date performance summary for the Carlisle contract as background and context to Greenwich Leisure's presentation.

Recommendations:

Community Overview and Scrutiny Panel Members are asked to consider the performance information appended to this report and Greenwich Leisure's wider presentation and comment on performance.

Tracking

| | |
|------------------------|---------------------------------|
| Executive: | |
| Overview and Scrutiny: | 19th November |
| Council: | |

1. BACKGROUND

Carlisle City Council's Leisure Services were contracted out to Carlisle Leisure Limited in December 2002.

The Leisure Contract is currently worth a combined revenue subsidy of £732,000.

In January 2015 a transfer of engagements took place which saw Greenwich Leisure Limited subsume Carlisle Leisure Limited and take over the operation of Carlisle City Council's Leisure Contract.

Carlisle City Council undertake quarterly performance review meetings with Greenwich Leisure Limited. Greenwich Leisure Limited report on a range of performance information and commercially sensitive financial information. In addition they provide a narrative summary of high level performance.

The most recent quarterly report was submitted for the performance monitoring meeting on 5th November 2015.

The narrative summary which was submitted to that meeting (and which covered the first two quarters of 2015/16) has been appended to this report.

In addition, in recent years, representatives of Greenwich Leisure (formerly Carlisle Leisure Limited) have attended Carlisle City Council's Community Overview and Scrutiny Panel to provide an annual update on the contract and performance. Representatives of Greenwich Leisure's Regional Team will be attending the Community Overview and Scrutiny Panel on 19th November to provide a presentation outlining performance, achievements, and challenges over the last 12 months. Their outline presentation is also appended to this report.

2. PROPOSALS

The Community Overview and Scrutiny Panel are asked to consider the detail of the most recent Greenwich Leisure Performance Report, receive the presentation from Greenwich Leisure representatives, and comment on performance over the last year.

3. CONSULTATION

N/App

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

The presentation of the most recent performance report and accompanying presentation allows Carlisle City Council to duly scrutinise performance on one of Carlisle City Council's high value strategic contracts

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

Contact Officer: Darren Crossley

Ext: 7120

**Appendices
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

Governance –

Local Environment –

Resources -

| | | | |
|---|------------|----------------------------|---------------------------|
| Carlisle Leisure / Client Reporting Document | | Decision number(s): | MEETING NUMBER |
| Presented by: | Tom Rice | | |
| Date of meeting: | 05/11/2015 | | |
| Date papers circulated: | 02/11/2015 | | |

Period up to & including Period 9 (27th Sept) 2015

| Ref | Description | Information / Appendices |
|------------|---|-----------------------------|
| | Matter(s) for consideration and decision: | |
| 1.0 | <p>Health and Safety / Facility Management</p> <p>a) Accidents reportable to the HSE Sands – 0 Pools – 0 Morton – 0 Trinity – 0 Swifts – 0 Stony – 0 Sheep – 0 Bitts – 0</p> <p>b) HSE / Environmental Visits None</p> <p>c) Possible Accidents / Incidents leading to claims None</p> <p>d) Current Claims 3 currently live</p> <p>e) Facility Management</p> <ul style="list-style-type: none"> Asbestos continues to be of concern at Carlisle Pools. Some removal has taken place in order that electrical repairs could be made to the Turkish Baths. Further IQL Audits have been completed with the partnership score now sitting at 93.5%, up from 90.4% in July. Leisure Client Audits have been completed on the two main sites for The Sands Centre and Carlisle Pools. Scores were above the 60% pass mark 86.6% and 79.4% respectively. Revenue Protection Audits have been completed on the two main sites for The Sands Centre and Carlisle Pools. Scores were above the 60% pass mark 88.3% and 76.9% respectively. A review of our Water Management Systems have also been completed with an average score for the partnership of 88.7%. | |

| Ref | Description | Information / Appendices |
|-----|---|--------------------------|
| 2.0 | <p data-bbox="196 271 387 300">Better Business</p> <p data-bbox="196 342 539 371">Overall Throughput (Usage)</p> <p data-bbox="196 376 1206 443"><i>Carlisle Contract throughput was 825,008 vs. 842,176 in 2014. Overall throughput is therefore down by 2%.</i></p> <p data-bbox="196 486 1241 553"><i>Overall throughput for all centres was 953,422 vs. 955,499 in 2014. Overall throughput is therefore down by 0.2%.</i></p> <p data-bbox="196 595 564 624">Overall Financial Performance</p> <p data-bbox="196 629 1238 730"><i>The performance of the Carlisle Centres for the period is a surplus of £51,105 vs. a budget surplus of £13,710 (not including Morton and Trinity). The Centres are therefore £37,396 ahead of budget target.</i></p> <p data-bbox="196 772 1174 840"><i>Once the Centre Support cost centre is incorporated the surplus reduces slightly to £12,583.</i></p> <p data-bbox="196 882 316 911">a) Sands</p> <p data-bbox="196 916 1174 945"><i>The throughput for the Sands was 503,561 vs. 502,518 in 2014 an increase of 0.2%</i></p> <p data-bbox="196 987 1254 1122"><i>Financial performance for the Sands was a surplus of £64,928 vs. a budget surplus of £34,588. The Sands Centre is therefore £30,340 ahead of budget. Health and Fitness is continuing to perform well and is 15.7K ahead of income expectations. Recreation is also ahead by 8.1K.</i></p> <p data-bbox="196 1164 312 1193">b) Pools</p> <p data-bbox="196 1198 1166 1227"><i>The throughput for the Pools was 159,348 vs 157,660 in 2014 an increase of 1.1%</i></p> <p data-bbox="196 1270 1193 1337"><i>Financial performance was a surplus of £1,931 vs. a budget surplus of £24,248. The Pools is therefore behind budget by £22,317K.</i></p> <p data-bbox="196 1379 1206 1480"><i>Swimming lessons have hit a recent high of 723. Bringing the total number of pupils receiving swimming lessons in Carlisle to 1,742, not including children involved in our schools programme.</i></p> <p data-bbox="196 1556 403 1585">c) Sheepmount</p> <p data-bbox="196 1590 1222 1657"><i>The throughput for the Sheepmount was 67,716 vs 73,699 in 2014 a decrease of 8.1%. Notably quarter three performance was ahead of the same period last year.</i></p> <p data-bbox="196 1700 1185 1767"><i>Financial performance was a deficit of £33,467 vs. a budget deficit of £45,344. The Sheepmount is therefore £11,877 ahead of budget.</i></p> <p data-bbox="196 1809 300 1839">d) Bitts</p> <p data-bbox="196 1843 1217 1910"><i>The throughput for Bitts was 68,415 vs. 82,266 in 2014 down 16.8%. Notably usage in quarter three was the same as 2014 for Bitts.</i></p> <p data-bbox="196 1953 1238 2054"><i>Financial performance was a surplus of £10,386 vs. a budget surplus position of £5,192. Bitts is therefore £5,194 ahead of budget. This is due to vending exceeding income expectations and payroll costs remaining underspent.</i></p> | |

| Ref | Description | Information / Appendices |
|-----|---|--------------------------|
| | <p>e) Golf <i>The throughput for Stony Holme was 16,987 vs. 16,769 in 2014 an increase of 1.3%.</i></p> <p><i>The throughput for Swifts was 8,981 vs. 9,264 in 2014 a decrease of 3.1%</i></p> <p><i>Financial performance for Stony Holme is a deficit of £4,609 vs. a deficit of £9,410. Stony Holme is therefore £4,800 ahead of budget. This is thanks to a number of group bookings and members coming over from other courses.</i></p> <p><i>Financial performance for Swifts is a surplus of £11,935 vs. a budget surplus of £4,435. Swifts is therefore ahead of budget by £7,501.</i></p> <p>f) Harraby <i>GLL is now operating Carlisle Campus Sports, under agreement . The site partially opened in October with the 3G pitches in operation from 24th October.</i></p> | |
| 3.0 | <p>Better Service</p> <p>3.1 Facility Closures / Issues resulting in partial closure</p> <p>a) Sheepmount None</p> <p>b) Bitts None</p> <p>c) Stony Holme None</p> <p>d) Swifts None</p> <p>e) The Sands Centre None</p> <p>f) Carlisle Pools Turkish Suite closure due to electrical failure 17th August – 16th October. Asbestos removal has been necessary in some areas which delayed the repairs.</p> <p>3.2 Other Service</p> <p>An electronic customer survey was completed during this quarter at the sands and Carlisle Pools. We are currently awaiting the results.</p> <p>The Great Cumbrian Run was completed successfully on October 4th – well done to all those who completed the event – More next time!</p> <p>Carlisle Pools – The Course Pro Lead and Swimming CPD Lead based at this centre has co-ordinated the integration of the Course Pro system.</p> | |

| Ref | Description | Information / Appendices |
|-----|--|--------------------------|
| | <p>Sheepmount Athletics Stadium – With the change over issues we have managed to maintain a good relationship with our existing customers, despite the difficulties we have encountered.</p> <p>Stony Holme and Swifts – Royal Oak Charity Day is a prestigious event in the golf calendar for September. The Green Keeping Staff were very busy maintaining all the good work they had accomplished during the previous weeks.</p> <p>Immediately the event was over the Staff took to microtining all Greens. This relieves compaction and will allow any water to pass through more quickly.</p> <p>Bitts Activity Centre – The Jnr Tennis programme has been moved across to Course Pro. Dome inflated 1st week in September. New motor casing purchased this year to maintain pressure within the Dome.</p> | |
| 3.0 | <p>Better People (Training and Staff development)</p> <p>The Sands Centre – 2 of the Sands Apprentices were successful in gaining employment at the new Harraby facility opening in October.</p> <p>Carlisle Pools – Recruitment continues for Lifeguards</p> <p>Sheepmount Athletics Stadium – All the staff got involved with the recent requirements of the WMP audit and we scored over 90%. Thanks especially to Ewen Murray for heralding the new Tap cleaning regime.</p> <p>Stony Holme and Swifts – Fiona Buglass (Product Manager) has been a great help supporting the site to help Supervisor/Staff understand the sales process and other Membership related issues.</p> <p>We have had a very pleasing email from the Chief Executive of Two Castle Housing Association with regards to their Charity and Fund raising event that took place here at Stony Holme. We are very pleased to help in any way we can with events such as this.</p> | |
| 4.0 | <p>Better Communities</p> <p>The Sands Centre – The Sands are working with Impact Housing to deliver activities to 30 of their members issuing them with gift cards to the value of £20 per person hoping to encourage on going participation to a community of people that rarely leave the house.</p> <p>Carlisle Pools – CPD completed to enable Swim School staff to be highly effective in dealing with children with learning difficulties and behaviour management.</p> <p>Sheepmount Athletics Stadium – We have accommodated the Junior league by creating 2 extra Junior pitches.</p> <p>We have also put up an extra 4 Mini pitches to be able to let the Mini league play their</p> | |

| Ref | Description | Information / Appendices |
|-----|---|--------------------------|
| | <p>games here as the Harraby project (our sister site) was not ready.</p> <p>We have joined with the Probation Service and they have now completed painting the Community Pitch, incorporating the GLL green colour.</p> <p>Schools Football has got underway playing both County games and inter-school games. We are accommodating more games than last year, in a shorter time frame to allow for the school children to play their league games without clashing with the schools.</p> <p>Stony Holme and Swifts – Working with Active Cumbria planning has been taking place for The This Girl Can project to be held at Swifts later next month.</p> | |

Overview and Scrutiny Presentation

CARLISLE
CITY COUNCIL



www.carlisle.gov.uk

Andy King
Tom Rice

Commercial in Confidence

Date of presentation 19.09.2015

GLL
better for everyone

OUR ACHIEVEMENTS IN CARLISLE

- Successfully operated the Carlisle contract since December 2002.
- We like to think we have an excellent and continually developing relationship with members and officers.
- Successfully grown the business in Carlisle with usage growing from 1,054,843 in 2003 to 1,206,831 in 2015 – 14.41% growth.
- Adult participation has grown (source: SE, APS) from 33.8% to 34.8%
- Invested significantly in the City's assets over the last 13 years both independently and in partnership with the Council circa £2.25m.
- Successfully negotiated with Morton & Trinity to re-commission their pools to provide additional facilities for the people of Carlisle for over 10 years.
- Developed Carlisle's events programme from circa 110 events in 2002 to circa 170 in 2015. Internationally renowned artists, West End productions and local events make up an eclectic and vibrant programme.



OUR ACHIEVEMENTS IN CARLISLE

- Sands Centre now rated 'Excellent' by Quest and will aim for 'Outstanding' in 2016. All other centres registered for assessment through 2015 and 2016.
- Instigators, developers and founding partners of the Cumbrian Sports and Physical Activity Alliance Foundation (SPAAF), a social enterprise which has become an award winning delivery model.
- Excellent relationships with University of Cumbria and Carlisle College, providing syllabus support, umbrella membership schemes and most recently with the College on funding for the Sport Activator Fund project.
- Developed facilities where possible with key local partners ensuring programmes meet local needs and NGB expectations for club development.
- Continued to develop the flagship running event The Great Cumbrian Run, attracting competitors from across the UK thereby helping to promote Carlisle as a destination.



Sheepmount 2014 - 2015

- Following customer focus meetings we have maximised the pitch layout to meet the annually changing demands of the various leagues.
- Extremely positive feedback from the FA during funding meetings endorsing their investment into grass pitches.
- Additional “show pitch” added on the upper plateau.
- Recovered the hammer circles to enable elite athletes such as Nick Miller to continue their training whilst in the UK.



Golf 2014 - 2015

- Drainage improved throughout the course (1st, 4th, 10th, 11th & 14th) to enable quicker recovery following floods
- Funding secured from Cumbria Woodland to replant 840 native trees.
- Get Into Golf funding attracting new golfers to Swifts with a schools outreach programme.
- Society / group bookings have increased year on year.
- We've replaced the timber frame on the pedestrian bridge on the 15th.

GLL

Carlisle Pools 2014 - 2015

- Swimming Lessons have continued to grow and have now reached 723 and 1,742 in Carlisle as a whole.
- Introduced Course Pro in Sept 2015 which enables parents pay by DD and to monitor their children's progress on line.
- Low cost membership continues to grow to over 1,000.



The Sands Centre 2014 - 2015

- Another great year for events with over 170 programmed events.
- We've developed an outreach programme for shows unable to come to Carlisle.
- New events over the last 12 months include:
 - The Sound Of Music (8,261 attendees)
 - The Full Monty (6,426 attendees)
 - Elvis Costello (1,008 attendees)
 - Calamity Jane (4,840 attendees)



GLL

The Sands Centre 2014 - 2015

- 34% of audience travel more than 45 minutes to attend shows.
- The Great Cumbrian Run and Family Fun continues to bring runners to the region with around 2,000 taking part over both events. 25% taking part from outside the region.
- Dry side course programme continues to grow including Climbing, Trampolining, Gymnastics.
- Membership has reached 3,415.



Tennis 2014 - 2015

- Continued partnership working with the Council Team to help deliver the joint Tennis Development Programme for disabled, jnrs and adults.
- Investment into a new skin for the Tennis Dome and motor casings.
- Enabled skating in the City Centre during the Christmas Period.
- There's a strong future for tennis – more later!



Company Direction 2014 - 2015

- As CLL we were looking to help secure the contract going forward. It was felt by the Board and the senior management team this was best achieved by becoming part of a larger organisation.
- After an assessment of the potential companies it was decided GLL was the best fit as they have a similar ethos to CLL i.e. Non profit distributing organisation (NPDO) social enterprise.



Company Direction 2014 - 2015

- This required endorsement by the staff.
- On 15th Sept 2014, 90 in favour 11 against. This was confirmed at a 2nd vote on 6th October 2014, 54 in favour 5 against.
- We completed the Transfer of Undertaking on 1st February 2015.



Prior to Transferring

Prior to transferring we invested 76K into local equipment and facilities including:

- New swimming lesson and play equipment.
- Replacement grounds equipment.
- Sheepmount fitness suite improvements.
- Sheepmount external lighting improvements.
- New event lighting at The Sands Centre.
- New group exercise and additional fitness suite equipment at The Sands Centre.



GLL OVERVIEW



EXPERIENCE

- Charitable Social Enterprise and the largest in the UK delivering leisure, health and community services.
- Established 1993 as the path-finding modern 'Leisure Trust'
- Employs 9,000 + staff across 40 partnerships and over 200 facilities
- 22 years of positive trading, 2015 £250m
- Providing whole service solutions
- Long term stable partner meeting social objectives
- 100 apprenticeships per year through our Leisure College
- Multi Award winning: Flame Awards, liP, Social Enterprise, GP referral, training schemes, ASA, CSE, IFI, Carbon Trust Standard
- Managing International Sport and Event Venues
- National Sport Foundation
- Management of large scale investments and developments
- Leading online innovation



OUR PILLARS

BETTER SERVICE

Providing high quality, affordable & accessible services for all ages and abilities

BETTER PEOPLE

Creating employment offering training & apprenticeships & developing our staff

BETTER COMMUNITIES

Maximising our impact on health, inclusion, affordability & environmental sustainability

BETTER BUSINESS

Being financially stable and commercially responsible

GLL

GLL OVERVIEW – OUR HEALTH COMMITMENT

BETTER SERVICE

- Over 12,000 referrals (2014)
- High completion rates 61%
- Customers report high level of satisfaction
- Evidence of Physical and Psychological improvements
- Significant improvements in physical activity rates

BETTER COMMUNITIES

- Successfully targeting areas of deprivation, BAME groups, unemployed, retired
- Positive feedback - improvements in well being, reduction in social isolation.
- Less visits to GP surgeries

BETTER PEOPLE

- 35.5 FTE
- Many level 4 qualified
- Investment in training other GLL members of staff
- All staff trained in Motivational interviewing behaviour change techniques.

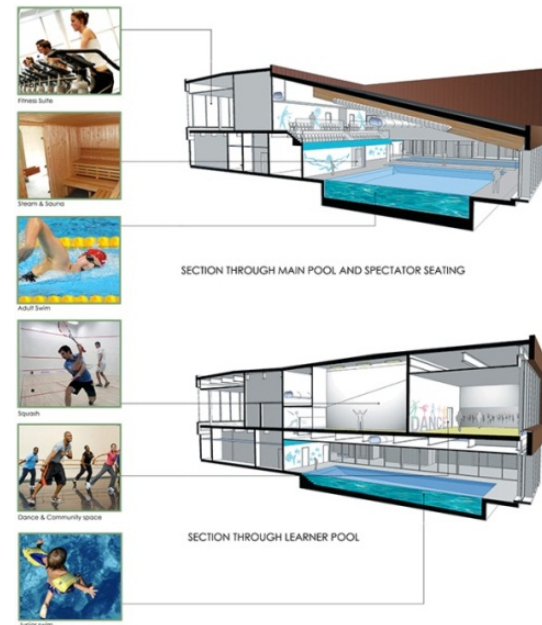
BETTER BUSINESS

- 'Healthwise' self sustaining model following seed funding
- Supported specialist interventions
- Helping our Public Health/Local Authority partners
- Partnerships with other Trusts (CLCH)



OUR CAPABILITIES

- Demobilisation
 - New Builds/Refurbishment
 - Project Management
 - Major Venues
 - Training College
 - Product Innovation
 - Health Interventions
 - Libraries
 - Children's Centres
- Recent Mobilisations
 - East Manchester LC
 - Hough End LC



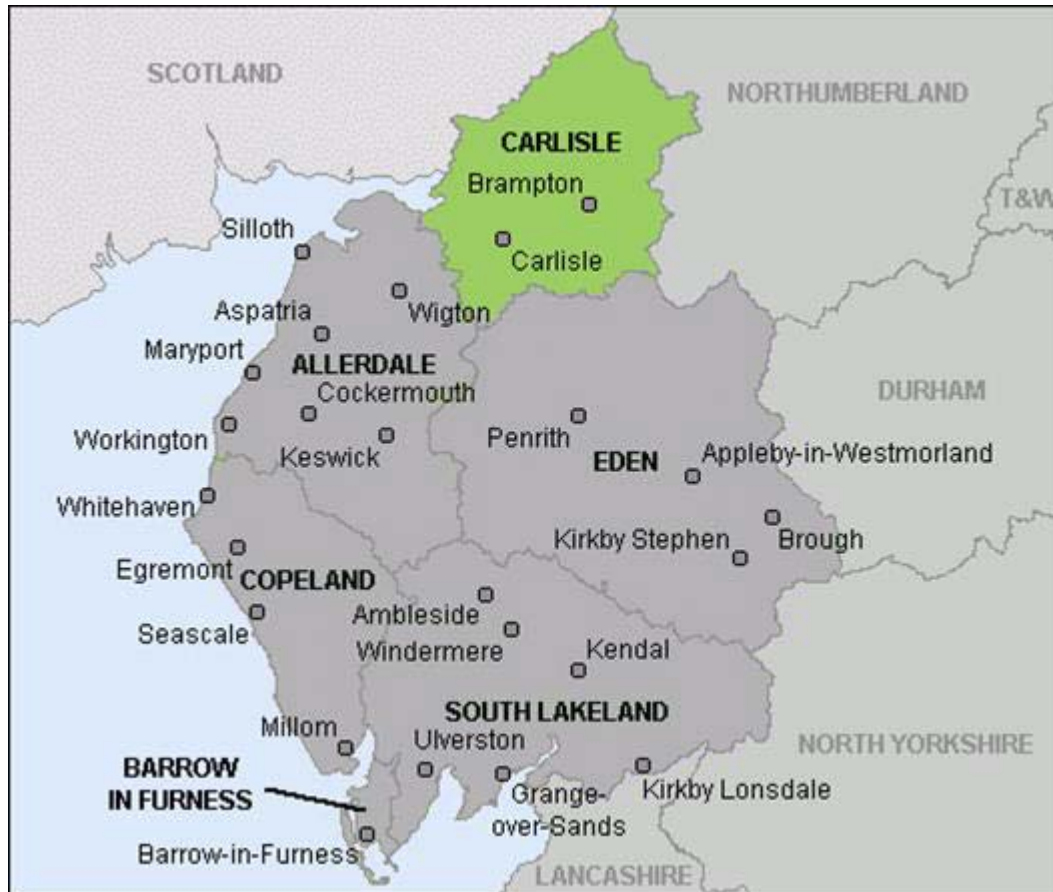
GLL

GLL NORTH



GLL

‘THE POWER OF 2’ - CARLISLE

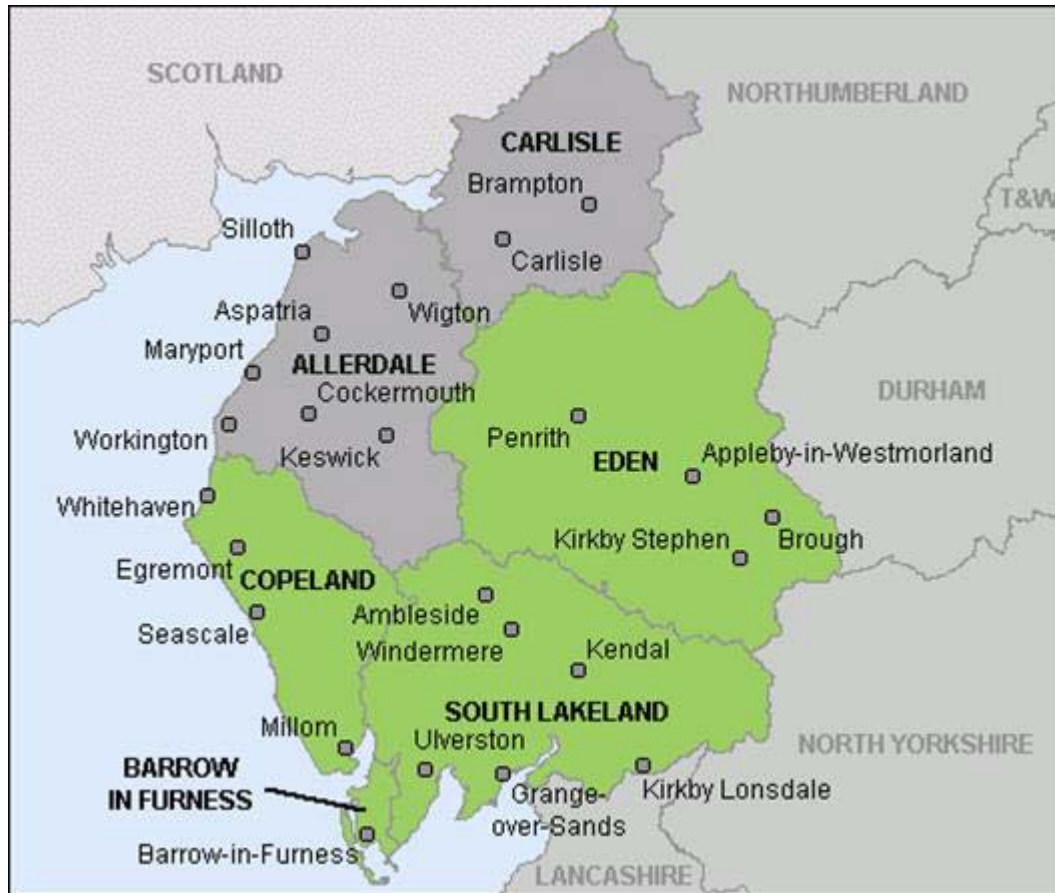


Formed from the vision of a Carlisle Leisure Trust by Carlisle City Council in 2002

Carlisle - Our first merger and the administrative base for GLL North

GLL

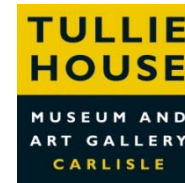
THE CUMBRIAN OPPORTUNITY



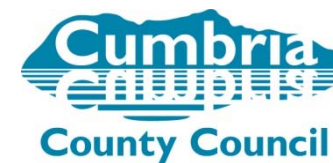
- NCL now a wholly owned subsidiary of GLL
- Opportunity to lead leisure provision across Cumbria from Carlisle
- Cumbria wide membership and concessionary schemes a real possibility

GLL

LOCAL PARTNERSHIP WORKING



The Sport and Physical Activity Partnership



LOOKING AHEAD



BITTS PARK TENNIS DEVELOPMENT

- We have worked with Carlisle City Council, LTA and GLL Centrally to help Ongoing investment and developments in Carlisle's premier park including GLL / LTA funding for a FT development officer
- Enabling tennis to take place all year round
- Potential to invest in new changing facilities and an improved catering offer to match the high quality of the new facility



BITTS PARK TENNIS DEVELOPMENT



GLL

OUR VISION FOR CARLISLE

- Leisure and Cultural facilities fit for purpose and running at an affordable cost
- The university, college, schools and public health all working as partners in the Sands development project to achieve best fit and avoid duplication
- Sands capacity increased over complete range of activities and events and overall quality improved further
- Year on year significant increase in participation in sport, physical activity and City wide events

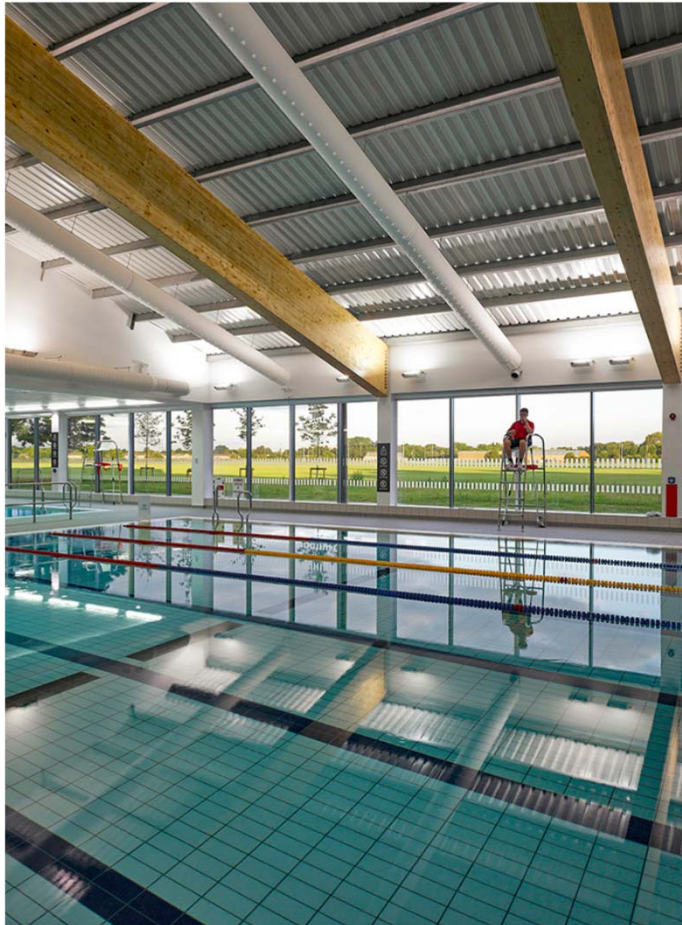


OUR VISION – HOW?

- Invest in the Sands Centre (new pools, sports hall, fitness and ancillary areas)
- Close or develop the Pools
- Consider new management arrangements for Stony Holme Golf Course
- Invest in a new soccer facility at the Sheepmount
- Consider an innovative town centre 'Extreme' facility
- Support a city-wide events programme
- Provide support to the Old Fire Station
- GLL to invest in Morton (GLL Community Foundation) and review Trinity Pool options



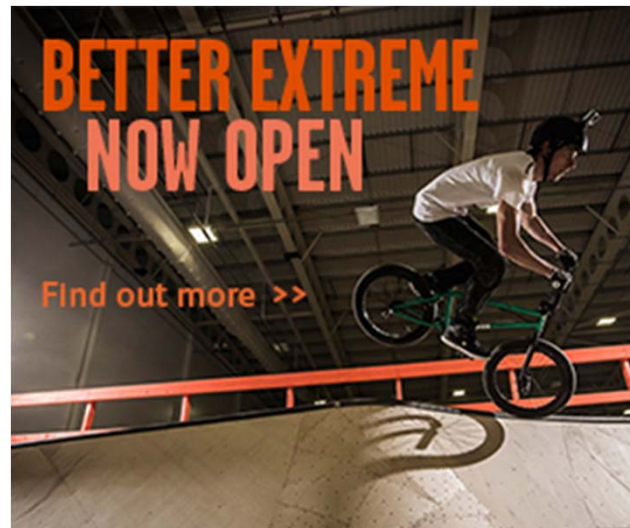
NEW SANDS CENTRE



GLL

FUTURE DEVELOPMENTS?

- Pools Turkish Developed
- Stony Holme Golf Course
other options than current
- Sheepmount Development
- GLL Extreme



GLL

Thank You for Listening

Any Questions?

GLL

Report to Community Overview and Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 19TH November 2015
Portfolio: Culture, Health, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref:KD 37/15
Within Policy and Budget Framework YES
Public / Private Public

Title: TULLIE HOUSE BUSINESS PLAN 2016/17
Report of: DEPUTY CHIEF EXECUTIVE
Report Number: SD 26/15

Purpose / Summary:

This report introduces the Tullie House Museum and Art Gallery Trust 2016 - 2019 Business Plan.

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

Recommendations:

The Community Overview & Scrutiny Panel is asked to:

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

Tracking

| | |
|------------------------|--|
| Executive: | 16TH November 2015 |
| Overview and Scrutiny: | Community O&S 19th November 2015 |
| Council: | |

1. BACKGROUND

- 1.1 The Council on 14th December 2010 approved the principle of establishing a new Charitable Trust to run the Tullie House Museum and Art Gallery. Tullie House Museum and Art Gallery transferred from Carlisle City Council to an independent company on 5th May 2011.
- 1.2 The partnership agreement between Tullie House Trust and Carlisle City Council states that the core funding for future years granted from the Council to the Trust is set following consideration of a business plan submitted annually by the end of October.
- 1.3 This report presents the Tullie House Business Plan for the period 2016/17 through to 2018/19.
- 1.4 The Partnership Agreement states that core funding should be agreed for a three year period (covered by a Business Plan submitted annually).
- 1.5 However the Partnership Agreement also includes an acknowledgement that *“as a Local Authority Carlisle is subject to Government expenditure requirements and constraints which may from time to time impact the amount of Core Funding that Carlisle is able to provide”*.
- 1.6 The financial pressures and funding constraints which Carlisle City Council has faced since the initial establishment of the Tullie House Trust have required significant savings across Council expenditure. These pressures have also required reductions in the Core Funding provided to the Tullie House Trust.
- 1.7 In 2012/13 the core funding provided to the Tullie House Trust stood at £1,275,254.
- 1.8 In 2013 Carlisle City Council notified the Tullie House Trust of a £250,000 core funding reduction deliverable from 2015/16. This was accepted by the Trust and built into the Business Plan submitted to Carlisle City Council in October 2013 and covering the period 2014/15 – 2016/17.
- 1.9 As part of the 2015/16 budget consultation process Tullie House Trust were notified of a requirement for a further £214,000 reduction in Core Funding in 2016/17. The Tullie House Trust has built this reduction into the Business Plan submission attached to this report.

2. PROPOSALS

- 2.1 The Community Overview & Scrutiny Panel are asked to review the business plan and provide feedback to the Executive ahead of any confirmation of Core Funding levels for 2016/17 and proposals for funding for the following two financial years.
- 2.2 The Community Overview & Scrutiny Panel are asked for their views and input of on the content and proposals within the Tullie House Business Plan.

2.3 The prominent issues which arise from a review of this Business Plan are:

- The proposal to develop a new business model and 'manifesto' built on two key strands: 'core collections' and 'community engagement'.
- The Trust's stated desire to taper Carlisle City Council's required funding reductions (although it should be noted that the full reduction have been incorporated into their financial projections from 2016/17). This will increase savings requirements in other areas unless savings from the Trust are profiled to deliver increased savings in later years.
- The implications of the Trust's request to work with Carlisle City Council to resubmit a HLF 20:20 bid, or deliver its ambitions in other ways; and the related desire to assume occupancy of the City Council's Castle Street Property (currently leased to the University of Cumbria).
- The proposal to relinquish responsibility for the management and / or closure the Guildhall Museum.
- The proposal to explore the closure of Tullie House one day per week.
- The redevelopment of the Tullie Card as part of the Trust's wider membership scheme and the proposal to increase the cost of the Tullie Card for local residents (from £1 currently, to £4 in 2016, and £7 in 2017).
- Reductions in maintenance, marketing, curatorial and educational budgets.
- The Trust's general proposals for increased income generation and the development of a new fundraising strategy focusing on core operating costs will be developed in Year 1 (2016/17), which will focus on corporate sponsors and Members, High Net Worth Individuals and opportunities to work in partnership with strategic commissioning initiatives.

3. CONSULTATION

- 3.1 The Tullie House Business Plan was considered by the Executive at its meeting on 16th November
- 3.2 The Council's Community Overview and Scrutiny Panels input is sought on the proposed Business Plan.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

Contact Officer: Darren Crossley

Ext: 7003

**Appendices
attached to report:**

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

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

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

Local Environment –

Resources - The MTFP assumes provision for the core funding of the Tullie House Trust in accordance with the Partnership and Funding agreement. A reduction in core funding in 2016/17 of £214,000 has been assumed in the MTFP. The proposed budget set out in Appendix A includes the reduction from year 1 and also suggests that there are sufficient funds within the Trust's reserves to meet any transitional costs of reducing expenditure to meet the revised funding/grant levels. Further work is required in respect of the inflation calculation for 2016/17 as well as clarification of any central support services required in year 1 and in future years; this work to be completed before the core funding is agreed by Council. In respect of the Guildhall (para 7.3.2); if the collections were relocated and the facility no longer operates as a museum, the contractual obligations and responsibilities of the building would have to be investigated. There is approximately £25,000 within the core funding to operate this facility as a museum.



TULLIE HOUSE MUSEUM

BUSINESS PLAN

2016 to 2019

CONTENTS

| | Page |
|---|-----------|
| 1.0 FOREWORD | 2 |
| 2.0 HIGHLIGHTS OF 2015/16 | 3 |
| 3.0 BUSINESS MODEL / MANIFESTO | 6 |
| 4.0 20:20 DEVELOPMENT | 6 |
| 5.0 BUDGET POSITION FOR 2016/17 | 6 |
| 6.0 FINANCIAL CONTEXT | 7 |
| 7.0 CONTEXT FOR SAVINGS | 8 |
| 8.0 OBJECTIVES | 13 |
| APPENDIX A – Budget | |
| APPENDIX B – CMC / ACE Activity Plan 2015 to 2018 | |
| APPENDIX C – Key Achievements in 2015/16 | |
| APPENDIX D – Extract from the Partnership Funding Agreement & Carlisle City Council Performance Monitoring | |

1.0 FOREWORD

The Business Plan covers the three year cycle that responds to the funding profile agreed by the Trust with its principal funder, Carlisle City Council, in 2011. This Business Plan covers the following financial years: 2016/17, 2017/18 and 2018/19. It outlines the Trust's priorities for the period, and how our activities will meet our strategic objectives.

Financial year 2014/15 saw visitor numbers increase by 10% (from 250,749 to 276,830) thanks in part to the huge success of the Crosby Garrett Helmet Spotlight Loan and the TV coverage received for the popular family themed Mechanical Circus exhibition. It has been a challenge to achieve similar growth with declining budgets in 2015/16 and the visitor numbers forecast at the time of writing for the current financial year are 250,000.

The current programme of funding cuts is proving extremely difficult for the Trust. An initial 20% cut in our core grant from Carlisle City Council in 2015/16 is to be followed by further cut of 21% in 2016/17. This pattern of budget-cutting (following the earlier cut of 8% between 2012 and 2014) is resulting in major changes to the way we work, on the social and economic impacts we are able to have, and on our commercial and curatorial work. At present, the Trust is working on the basis that during 2016/17 we will be receiving less than 50% of the grant provided by the City Council when we went to Trust in 2011.

Notwithstanding the loss of 10 posts since 2011 and the loss of the community and contemporary arts programme, we have continued to improve aspects of our work that underpin our audience growth. In this we have had great support from Trust staff, who have proved over the past few years that they are able to respond to new challenges and demanding targets, while maintaining the highest professional standards. We would also like to acknowledge the huge contribution our volunteers make to ensuring that the Trust provides such a great service to our public. The Trust's Board of Trustees and Senior Management Team are striving to generate income from a wide range of sources; indeed, we are prioritising income generation in all suitable areas of activity, and we are doing our utmost to ensure that our service is not derailed by public funding cuts. We believe that Tullie House should remain a successful and much loved museum which provides an energetic, high performance and inclusive cultural resource for the city of Carlisle.

2.0 HIGHLIGHTS OF 2015/16

2.1 Awards

Tullie House won the Telegraph Family Friendly Museum Award – one of the biggest museum awards in Britain with over 850 museums entering. Over the course of the summer, the six shortlisted museums were road-tested by undercover families against the 20 points on the Kids in Museums Manifesto. Tullie House Museum and Art Gallery shone through as the most welcoming on all counts, from the temporary exhibitions to the toilets.

The Trust's Community and Young People Co-ordinator, Catherine Moss-Luffrum, won the Award for Youth at the Golden Apple Education and Learning Awards. This was in recognition of the work Catherine has done with various youth groups including developing a project with young learners from NACRO, using museum collections to inspire members of Unity the drug and alcohol rehabilitation service and Carlisle Young Carers, reviving *Abstract* (Carlisle's youth magazine) as well as developing the museum's own Youth Panel.

2.2 Exhibitions

Two exhibitions stand out in 2015 terms of ambition, impact and engagement. Firstly, Artist Rooms: Anselm Kiefer which was curated in-house but in collaboration with the Tate. Artist Rooms is competitive programme whereby museums have to make a curatorial 'pitch' to request a selection of artwork from the inspirational collection of international contemporary art acquired for the nation by National Galleries of Scotland and Tate through the generosity of Anthony d'Offay. Tullie House presented a compelling case to have an exhibition of the German artist Anselm Kiefer. The Trust was also successful in receiving a grant of £12k from the Art Fund for an engagement programme to complement the exhibition. In terms of impact the exhibition was critically acclaimed and attracted visitors from the Midlands, London and the South West.

In direct contrast to Kiefer the Special Exhibitions Gallery was rebranded as The Shed for six months of the year and was used as a community space to encourage co-curation. Ten short exhibitions aimed at different audiences co-created with groups and visitors, including an exhibition of art work by pupils from Trinity School linked to the First World War centenary commemorations; a display of objects and ephemera from local sports clubs; and a 'Roman Photobomb' exhibition curated by the museum's youth group.

2.3 Designation

The Trust learnt that a Stage 1 application to the Arts Council to have the Natural Sciences collection Designated was successful. A Stage 2 application needs to be submitted by June 2016. The Designation Scheme currently recognises 115 nationally significant cultural collections in museums, libraries and archives in England that collectively provide strong understanding of shared national heritage. The Arts Council says that 'Designation is an

enduring award and it is crucial to the Arts Council's mission to bring great art and culture to everyone'. Apart from status, there are two principal benefits of the scheme – a museum must have a Designated collection to be considered for ACE MPM funding (Tullie House is currently part of a consortium which includes the Designated Wordsworth Trust collection); whilst Designation also provides the opportunity to apply for Designation Development Funding to help strengthen the national importance of the collection.

2.4 New Permanent Displays

Material excavated from six burial sites in Cumwhitton will be displayed in a new Viking gallery in February. The permanent display will explain how the site was discovered and how archaeologists undertook forensic-type research to identify and piece together the intriguing stories involved in this rare discovery.

Linked to the Vikings display is a relocation of the Border Reivers gallery and the creation of a new Spotlight Gallery – the latter created to draw specific attention to some of Tullie House's special treasures as well as create a new space for the loan of exceptional national and international artefacts. The first exhibition featured the iconic watercolour by JMW Turner of Lake Ullswater.

2.5 Learning & Engagement

Tullie House was selected as one of six national partners for the Prince's Foundation for Children & the Arts 'Great Art Quest' programme, encouraging pupils and teachers to become more involved with their local art gallery. With the help of a £2,500 grant we worked with four schools across the region who, with the help of a local artist and storyteller, produced creative responses to our Fine Art collection which went on display in The Shed exhibition space (see above). 66 pupils achieved their Discover Arts Award during the project.

Our monthly Tullie Time Travellers club has expanded thanks to £2,130 grant received from Cumbria County Council as part of the Headstart initiative. Sixteen additional sessions have been run after school with ten pupils taking part, tackling themes such as emotional resilience and increased confidence using the Tullie House collections as inspiration.

The schools offer continues to grow – we welcomed over 12,000 students (Sept 14 to July 15), from preschool to college and university, mainly through visits to the museum. We also organised sessions in schools and at Finglandrigg Wood and Campfield Marsh nature reserves with our partners Natural England and Solway Wetlands Landscape Partnership. We provided new opportunities with special events on Science and a new Prehistory session which were well received. The Prehistory session has proved particularly popular with over 300 pupils taking part to date.

2.6 The Carlisle Cultural Crawl

Members of The Youth Panel were tasked with devising a way to encourage more tourists and young people to visit the museum. They thought that a barrier may be the 'fear of the unknown', so they wanted to enable people to access videos showing inside the historic venues in Carlisle prior to their visit. This way people could get a taste of what to expect if they were visiting the city. By adding a digital element they hoped this would also appeal to a younger audience. They worked with digital developers to design a map which directs people from the citadel station to the city's historic quarter. They recorded videos at five points along the route, and these have been incorporated into a Tullie House App. By using augmented reality, map readers can download the free App and then scan the photographs in order to view the videos.

2.7 China Partnership

Since 2013, Tullie House has been working with the Imperial Decree Museum (IDM) in Xuzhou and after a visit to Tullie House in October 2014 engagement was identified as an area of museum practice that IDM wanted to explore more. This resulted in a personnel exchange (funded by the ACE MPM programme and a grant from the British Council) in June 2015, with the Head of Collections & Programming and the Learning & Engagement Manager visiting IDM. It was important to deliver something tangible that was of practical benefit to both organisations, so the team chose to deliver a handling session that demonstrated how objects can be used to educate and inspire. For IDM it would provide an insight into engagement and learning techniques developed at a major regional museum; for Tullie House it would provide the opportunity to use our collection in a completely new and innovative way, as well as gauge the interest of a new audience in a key area of our collection. The initiative was a great success delivering the following outcomes:

- Object handling and engagement workshops delivered for the first time in a Chinese museum, which attracted considerable media interest in two cities, generated highly positive feedback from teachers and students, and paved the way for future engagement activity of this kind in our two partner museums
- Relationships developed with senior government officials in the tourism sector in Xuzhou and Suzhou, with discussions focussing on how engagement activity can increase visitor figures in museums and heritage sites
- Presentations delivered in Jiangsu Normal University outlining tourism and engagement strategies at Tullie House
- Plans significantly progressed for an exhibition of artefacts from the Imperial Decree Museum

As a direct result of the innovative work the Trust is doing with China Tullie House is receiving much national recognition including an article in Museums Journal, a blog on the Museums & Heritage Magazine website and case studies on the British Council and ICOM websites. The Head of Collections & Programming has also been asked to present a paper at two Working Internationally conferences. All of this helps to raise Tullie House's profile nationally which

contributes to meeting the Arts Council's objectives in awarding the Cumbria Museum Consortium MPM Status.

3.0 BUSINESS MODEL / MANIFESTO

2016 will mark the beginning of a period of transformation for the Trust – there will be a new Museum Director and with this change of leadership there will be a new focus for the organisation. The Trust will be developing a new business model based on the production of a manifesto. This manifesto will define the organisation's role and purpose as well as its core beliefs and values.

Although still in development the manifesto will focus on two key strands of our work: collections and community engagement. We will use these two strategic themes as foundation stones which will help us to develop our role, connect better with our audiences and deliver inspiring and popular programmes.

Creating a manifesto and new business model will not be easy. It will require organisational culture change but it will also help create identity and brand which will ultimately make the Trust more resilient and sustainable.

4.0 20:20 DEVELOPMENT

The Trust submitted a major funding application to the HLF in November 2014. The application was unsuccessful but the feedback was positive on the vision and transformational potential of the Trust's 20:20 Project.

The Trust, in consultation with the City Council, is assessing alternative ways to deliver the objectives of the 20:20 Project. This may involve improving and resubmitting the application to the HLF or phasing the work over a longer period.

The potential availability of City Council owned property on Castle Street in 2017 will be a major factor in identifying next steps and the Trust will ensure that it works closely with the Council to maximise this opportunity.

5.0 BUDGET POSITION FOR 2016/17

Carlisle City Council is proposing a reduction in the Trust's core grant of £214k for 2016/17. Surviving this 21% reduction will be very difficult, especially as it immediately follows an equally large cut in 2015/16, which the organisation struggled to meet. Despite this, we cannot stand still – the museum will still be required to invest in the care of the collection (e.g. moving out of the store at Shaddon) and visitor facilities (including the renegotiation of the restaurant franchise).

At the time of writing the Trust is in discussion with the City Council to see if the Council will consider spreading the cost of the grant reduction over a number of years. A tapered reduction would provide the advantage of allowing more time to create and embed the new business model, implement new fundraising and income generation strategies and therefore minimise organisational risk. The budget in this plan assumes that the full grant reduction will occur in Year 1.

A single 21% grant reduction in 2016/17 would require a major staffing restructure which would be hugely detrimental to the organisation and which would place serious pressure on the Trust's reserves. The depletion of reserves would have a major impact on our ability to provide match funding for the 20:20 Project.

6.0 FINANCIAL CONTEXT

It is clear that the Trust cannot deliver the same level of service with decreasing resources so the Trust is looking to develop a new business model based on clarity of purpose and focusing on increasing engagement with local audiences. This approach will lead to the museum becoming much more concentrated on developing the core collections-based offer. Activity will be prioritised to ensure that collections and community are central to our main work. Tullie House enjoys high satisfaction ratings, has knowledgeable and committed staff and trustees, wins awards, and benefits from high levels of community support. The new business model will focus on maximising these significant strengths. The proposed changes aim to strengthen the Trust's position by increasing footfall but whilst this refocus is likely to make the organisation more effective it may also require the museum to cease delivering some current products and services.

During the next three years we will implement the following **savings**:

- Reduce our revenue budgets and implement efficiency savings
- Relinquish responsibility for keeping the Guildhall open
- Move the collections out of Shaddon Mill to more-affordable premises
- Freeze all vacant posts
- Restructure staffing

Each of the above savings have been incorporated into the planned budget (see Appendix A).

We will also explore the potential of closing Tullie House one day per week (noting that further work may be required before we are able to implement this proposal). This is not included in the budget.

During the next three years we will implement the following **income** initiatives:

- Increasing the cost of the Tullie Card and relaunch it as part of the Membership scheme and alongside this invest in a CRM system to make our databases more effective at driving admissions and memberships
- Increase income from temporary exhibitions
- Increase income from learning programmes
- Implement realistic income targets based on the new business model
- Implement a realistic fundraising strategy
- Aim to sustain the current income from catering

We will also investigate undertaking a remuneration / pension review and performance management review to help control expenditure and to ensure that the new business model is fully embedded within the organisation.

Further details on these savings are outlined in section 3.2 below.

7.0 CONTEXT FOR SAVINGS

7.1 Major Partner Museum status

The planned cuts to the expected budget will be made in Years 2 and 3 of the Trust's Arts Council Major Partner Museum (MPM) programme. As part of the Cumbria Museum Consortium Tullie House is one of only 23 museums in England that are part of this prestigious national museums programme. This national recognition of Tullie House's collections and engagement programme is very important not just in terms of the grant received but also because it attracts further investors and partners. The ACE MPM programme has to deliver specific outcomes (see Activity Plan at Appendix B) in addition to taking a strong leadership role both within Cumbria and nationally.

7.2 Impact

In addition to the items identified below the proposed reductions are also likely to affect many areas of the museum's core offer, including:

- The current free activity on offer (e.g. lunchtime lectures and toddler sessions)
- The Trust's ability to host weddings and corporate events
- The Trust's catering offer
- The ability to meet basic national standards for the care of collections

7.3 Proposed Savings From Year 1 (2016/17)

7.3.1 Reduce Revenue

Savings will be made by cutting the maintenance, marketing, curatorial and learning revenue budgets. This will be done in addition to renegotiating maintenance contracts, reducing licences, subscriptions and memberships, consumables and equipment.

7.3.2 The Guildhall

The Guildhall is Grade 1 Listed building. It is operated as a museum by the Trust and attracts around 3,000 to 4,000 visitors per year. There is no admission charged (and imposing one is unlikely to be successful). Running the Guildhall as a museum poses difficulties. Firstly, the displays are situated on the first and second floor and as such provide restricted access (there is no lift and only one narrow staircase) and secondly the building is structurally fragile so visitor numbers have to be restricted (to comply with engineering and insurance advice). The Trust considers that it is no longer possible to operate the Guildhall as a museum without major investment, which we are not in a position to make. However, we could relocate the collections currently on display in the Guildhall into the main Tullie House Museum, which would mean that more visitors would be able to appreciate this important aspect of Carlisle's civic story.

7.3.3 Shaddon Mill

A large proportion of the city's archaeological collections are currently stored on the first floor of Shaddon Mill. This basic 'warehouse' also contains some of the larger social history collections such as bicycles, boats and domestic equipment. The Trust has assumed responsibility for the care of the archaeology despite the fact that the majority of it has not been accessioned into the museum collection. The lease on Shaddon Mill expires in October 2016 and indications are that it will not be extended. In anticipation of this the Trust has been putting together an exit strategy which includes investigating alternative storage facilities and may well have to involve the disposal of some of the non-accessioned material. We shall endeavour to find more affordable facilities, but there will be a one-off cost for relocating the collections.

7.3.4 Freezing Posts

The Head of Fundraising left the organisation in April 2015 which has impacted on the potential to generate income and develop membership schemes. Because of the need to make further savings the post is now frozen. Furthermore, the Director will be standing down in January 2016 and the Trust Board have appointed the current Head of Collections & Programming to the position of Acting Director. The Head of Collections & Programming position will not be backfilled and will therefore achieve a saving.

7.3.5 Restructuring Staff

Because of the size of the reduction of the City Council grant and despite a whole organisation restructure in 2015 a further restructure will be required in 2016. The additional loss of staff will have a serious impact on the expertise and knowledge available for the day to day running of a successful museum service and, depending on the new organisational shape, is likely to affect the Trust in a number of ways, including:

- The ability to manage capital projects
- Our capacity to seek external funding and develop partnerships
- Decreasing staff morale

Over 50% of the Trust's core budget is spent on staff salaries – this is within the national average for a museum, which relies on knowledge and personal interaction as its main resource. Although a restructure is likely to involve redundancies, the Trust has made a commitment that this will only happen as a last resort.

The staff reorganisation in 2015 involved redundancies and significant changes to staff terms and conditions of employment. Any future restructure will have to balance the need for the Trust to build on its success and remain ambitious with the need to deliver a more sustainable organisation based on the proposed the new business model.

7.4 Savings to be Explored Further in Year 1 (2016/17)

7.4.1 Potentially Closing Tullie House One Day Per Week

Cutting revenue spend and attempting to grow income will be fundamental to the Trust's ability to operate within a reduced operating budget, as will a smaller staff complement. However, this may still prove to be insufficient and so the Trust will also explore the savings potential of closing the museum one day per week. The Trust has a range of financial information and statistics which demonstrate the pattern of visiting and visitor spend and so an impact analysis will be undertaken using this and other data.

7.5 Income In Year 1 (2016/17)

7.5.1 Tullie Card

The Tullie Card currently costs local adult residents £1 per annum – a figure which does not cover the cost of its production and administration. We understand that the City Council is exploring the possibility of introducing a Carlisle Card for local residents. We assume that this card would be administered by the City Council and that it would provide benefits at a number of cultural facilities. The Trust supports this concept as a more suitable scheme for local residents and welcomes the opportunity for further discussion.

Until this happens, the Trust will continue to operate the Tullie Card, but for financial reasons we shall need to make changes. This is a sensitive subject which we would wish to discuss with Carlisle City Council, but we emphasise that changes will need to be made.

The standard adult admission to Tullie House is £7 per single visit (children are free) – this is the price point or baseline value of a single visit to the museum. Adult admission

below this price point risks undermining the value of the museum experience, and it creates an imbalance with the Trust's Membership Scheme, which costs £25 per annum. Pending the arrival of the Carlisle Card, the Trust proposes over a period of time to increase the price of the Tullie Card to the normal adult admission charge for a single visit, and to develop the scheme as an entry level Membership (with some additional benefits, such as shop discount) for local residents. As a first step the price of the Tullie Card would therefore increase from £1 to £4 in 2016, and to the full adult entry charge in 2017.

7.5.2 Income From Temporary Exhibitions

Exhibitions at Tullie House are expensive and time consuming but they are essential as the programme creates interaction, PR opportunities, increased footfall and the opportunity to shape our engagement activity. We will continue with the exhibitions programme but it will be managed differently so that financial risk is minimised. Savings will be controlled by undertaking new ways of working that will involve using professional contracted staff to undertake much of the manual work required during exhibition changeovers. We will also be looking to increase income from exhibitions by reviewing our admissions policy. Where possible, we will develop more exhibitions in partnership so that the financial risk is spread (e.g. the proposed State Management exhibition will be delivered with Carlisle Business Group, using their Heritage Lottery Funding). In line with the new business model we will also develop exhibitions using our own collections more.

The Richard Slee exhibition has been successfully toured by Tullie House to three UK venues. In addition to generating a small profit the tour has helped to provide the Trust with a credible track record – a prerequisite for attracting grant aid from the Arts Council for similar schemes in the future.

7.5.3 Increased Income From Learning

As referenced in the previous Business Plan the (primary) schools programme is increasing in popularity and the existing Activities Room is proving to be an insufficient space for this growing audience. As a result of redundancies and reorganisation of Herbert Atkinson House additional space has been created in a room adjacent to the Activities Room – this is not ideal but will provide a temporary solution and will allow for some growth.

The education corridor is damp with plaster falling off the walls and ceiling. This is reducing our ability to adequately serve the needs of children / teachers / schools across Cumbria and impacting on our ability to generate income. We will need to further reinvest in the education facilities prior to any major redevelopment.

The learning and curatorial teams will target working with the higher education sector as a way of both sharing knowledge and expertise and generating income for research and public engagement.

7.5.4 Implement Realistic Income Targets

The Trust will develop a new business model based on clarity of purpose and focusing on increasing engagement with local audiences. The museum is successful at winning awards and our audience research shows that we enjoy a satisfaction rating of over 90%. So the Trust does not have to reinvent itself – the challenge is to embed Tullie House within the local community so that we attract more paying visitors resulting in realistic admission and secondary spend income targets being achieved. This will be challenging without two members of the senior management team and with a reduced staffing but is achievable if the Trust changes its approach to community engagement and how it works with partnerships.

7.5.5 Implement a Realistic Fundraising Strategy

The loss of the Head of Fundraising post is already having a major impact on the Trust's ability to generate new income. A new fundraising strategy focusing on core operating costs will be developed in Year 1 (2016/17), which will focus on corporate sponsors and Members, High Net Worth Individuals and opportunities to work in partnership with strategic commissioning initiatives. With the support of Arts Council funding we have appointed a Fundraising Officer to support the membership schemes. In the longer term, subject to affordability, we would like to increase our staffing in this area.

7.5.6 Catering

The current contract with Eliance Restaurants Limited (trading as Elixir) is due for renewal in April 2016. It is assumed that a renewed catering contract, be that with Elixir or a third party, will offer a similar return going forward, although profit share plus rental and/or capital investment may be worthy of consideration.

7.6 Additional Initiatives in Years 2 and 3 (2017/18 and 2018/19)

7.6.1 Remuneration / Pensions Review

The Trust will look to make changes to the current pension scheme in 2017. The Trust currently contributes to a number of different schemes including the Local Government Pension Scheme, which has an above average employer contribution of 18.9%. Should the Trust decide to standardise employer contributions it will explore implementing a balanced remuneration package so that it does not necessarily penalise those staff on the higher scheme. Standardising the pension contributions would be seen as minimising risk (from the volatile pensions market) rather than setting out with a cost-saving objective, nevertheless, the latter is likely to be realised in the long term.

7.6.2 Performance Management Review

The Trust will look to review its performance management policy and procedures in 2017 with a view to aligning the goals of the organisation to the employees and introducing a pay and reward scheme aimed at driving further efficiency savings.

8.0 OBJECTIVES

8.1 Key Drivers

Despite grant reductions and a slowdown in the Trust's income generating performance the Trust will aim to establish a strong sustainable financial position whilst delivering the following objectives:

- To continue to mitigate the effects of funding cuts
- To do our best to continue to deliver an excellent, socially inclusive, entrepreneurial and sustainable museum service
- To manage the reduction in scale of the Trust, while striving to maximise our public impact
- To develop realistic income targets in support of the new business model
- To develop a new fundraising strategy based on supporting core operating costs
- To develop a new manifesto and business model, underpinning the purpose of the Trust

The key drivers in our achieving these objectives are the need to provide a basic level of care to our collections, and the need to ensure that the public has continued access to these collections through being able to use our museum. While during the course of the year we will see further change and disruption to what we do and how we do it, these drivers will remain at the core of our efforts. In the face of severe cuts in our funding support, we will need to refocus efforts onto augmenting our income and pursuing productive partnerships, at the same time as doing all we can to maintain morale among our staff and volunteers.

8.2 Context

The Trust is responding to recurrent reductions in our funding, and the consequent need to reshape and reorganise our service. All the following objectives will be pursued in light of this need:

Team

The Trust's staff and volunteer workforce are skilled and highly knowledgeable. We rely on their expertise to deliver an outstanding museum service. We will continue to support staff and volunteer development, protect staff morale and improve communication.

Over the next three years we will:

- Establish new structures across the Trust to enable the achievement of our organisational priorities, while reflecting the decline in our budgets
- Endeavour to protect staff morale against a background of job losses and cutbacks in our service, not least through open and transparent communication
- Continue to deliver excellent front of house and learning and engagement services as well as care of collections and other core services
- Explore external (cost neutral) opportunities for skills development and training for our staff.
- Continue to explore the use of volunteers in all areas of our work

Audiences

The Trust develops audiences by delivering a wide variety of events and activities that complement the permanent galleries and the temporary exhibitions programme. We will strengthen our relationships with our audiences so that we connect, inspire and become more sustainable.

Over the next three years we will:

- Strive to reach our target of 270,000 visits in 2016/17, challenging the notion that reductions in our budgets may result in a decline in the use of the museum
- Accelerate our engagement with new and existing audiences in cost effective ways and focussing on the local community
- Deliver the committed exhibitions programme supporting targets for audience development across the museum; develop a realistic and achievable model for exhibitions going forward, taking account of reduced resources but still striving to deliver maximum public benefit
- Work to ensure the successful completion of the ACE MPM-funded engagement and collections access programmes
- Continue to find imaginative new ways of promoting our permanent collections, to help fill the gap in our public offer created by a reduced exhibitions and events programme
- Continue to work with local schools and Early Years Foundation Stage to provide formal learning opportunities and develop a stronger youth audience; continue to develop the museum's award winning vulnerable young people programme
- Identify new ways of using our buildings as public resources that both enhance public access to them, and which help generate income for the Trust's activities

Collections

The Tullie House collections lie at the heart of our core offer. They have the power to inspire people and change lives. We will use the collections as the catalyst for change.

Over the next three years we will:

- Continue to improve the management of the Trust's storage facilities to maximise use of available space and to ensure the long term preservation of the collections
- Continue to undertake basic care of collections work ensuring that we adhere to Benchmarks in Collections Care 2.0 and achieve PAS 197; we will also explore and exploit opportunities around technology and digitisation of collections (both initiatives being part of the John Ellerman grant)
- Continue to undertake research, fieldwork and contemporary collecting to develop the collections and make them more representative of society at large; and enhance understanding of the collections by working with researchers and colleagues across the organisation to promote them to the public through exhibitions, publications and education programmes
- Continue to research and develop the 20:20 Development Project; develop an options appraisal for the Castle Street premises
- Remodel exhibition programming to meet budget and staff reductions
- Explore opportunities for earning more income from touring collections activity on a commercial basis and (as part of the ACE MPM funding) assess the demand for offering to loan the collections outside of the UK (e.g. commercial loans to China)
- Continue to develop international relationships (as part of the ACE MPM funding) through loans, exhibitions, paid consultancy and participation in international collaborations and seek funding from international partners (e.g. British Council)
- Continue to develop and commercially exploit the museum's picture database for the sale of images to photo libraries, commercial publishers and the public

Buildings

The historic property managed by the Trust is a key asset in creating a new sustainable and resilient organisation. The Trust will ensure that the buildings are maintained and developed to the highest possible standards.

Over the next three years we will:

- Continue to ensure compliance with all legislation and standards to allow the Trust to continue to open to the public and operate safely, despite budget cuts
- Continue to rationalise and improve office accommodation across the Trust
- Continue to explore energy saving measures and initiatives across the property, including wider implementation of passive environmental control and regular reminders to staff to ensure that energy is not wasted
- Continue to maintain the property undertaking priority repairs and small capital improvements to all venues, maintaining public service and protecting the collection, as resources allow

Learning and Engagement

Formal and informal learning are central to the programme at Tullie House. The Arts Council's Major Partner Museum funding is now providing resources to support the learning and engagement delivery until March 2018. The Trust works in partnership with regional networks of school, colleges and voluntary sector education providers. The community engagement activities are an important way of improving access to collections, particularly among disadvantaged groups.

Over the next three years we will:

- Continue to aim for every Cumbrian pupil to participate in our formal education programmes (ACE CMC objective)
- Continuously review our formal education offer in line with the National Curriculum, to maximise income and therefore delivery of our most popular provision and pursue external opportunities for funding and partnership
- Work in partnership with the regional networks of schools, colleges and voluntary sector education providers, endeavouring to maintain young people's participation with our informal education and community outreach programme
- Endeavour to ensure that our most hard-to-reach visitors are represented within our education and community developments
- Continue to develop our relationships with the Universities of Cumbria, Lancaster and Newcastle

Partnerships

Collaborations and partnerships promote and enhance the work and reputation of the Trust and the city of Carlisle. They can also deliver greater impact with less resource. Partnership will be fully exploited over the duration of this Business Plan.

Over the next three years we will:

- Maintain and develop our relationship with Carlisle City Council, particularly exploring the possibilities of working more collaboratively with regard to tourism and economic development
- Network as widely as we are able, locally, regionally, nationally and internationally, in order to help open up opportunities for the Trust to deliver our Objectives
- As part of the ACE MPM funding continue to develop the Trust's partnership with Imperial Decree Museum in Xuzhou, China
- Maintain and develop our local strategic partnership work, including Cumbria Museum Consortium / ACE, Solway Wetlands Partnership, Prism Arts, Carlisle's Heritage Quarter and Hadrian's Wall World Heritage Site

- Maintain strong relationships with local community networks, including children and young people whom we consider experience social injustice (lack of opportunity, education, means, access, skills development and employment)
- Continue to support community and voluntary sector organisations with heritage bids that align with the Trust's strategic objectives

Advocacy

The proposed Trust manifesto will provide a strong advocacy document for staff, volunteers, visitors and stakeholders. It will be underpinned by our Advocacy Strategy and Audience Development Plan.

Over the next three years we will:

- Develop an advocacy strategy for the Trust (in line with our new manifesto), to ensure that all our key stakeholders are informed about our work, successes and ambitions
- Continue working with supporters, Members and donors to help advocate the work of the Trust; develop a Patron scheme
- Support and encourage Trustees to ensure that the Trust is represented effectively within professional, community and political arenas; continue to seek external recognition and acknowledgment to maintain a regional leadership role and advocate our success
- Launch a monthly corporate e-newsletter, to promote our activities and achievements to the business sector and other stakeholders
- Produce and circulate revised schools information to the schools network; evaluate the reach and impact of our schools e-bulletin and education web pages
- As part of the ACE MPM funding continue to be active in international networks such as WIRP to promote and enhance the Trust's professional reputation internationally

Income

The Trust will manage the reduction in funding with its ambition to grow and develop. It will introduce a new fundraising strategy and generate income from a wide variety of sources.

Over the next three years we will:

- Submit an application to ACE for MPM funding for period commencing 2018/19
- Deliver Trading Company profit, in line with the business plan projections for the year
- Develop and implement a new fundraising strategy targeting the core operational budget and focussing on corporate sponsors and HNWI
- Seek to attract more individual and corporate Members to our Membership scheme

- Explore the potential of increasing income (as part of the ACE MPM funding) through a programme of international touring exhibitions, developing a portfolio of collection-based exhibitions and building our network of international contacts
- Test the feasibility of hosting selling exhibitions to support artists and craftspeople, and as a way of generating income
- Identify opportunities and test new ideas to generate income for the benefit of the Trust
- Investigate how to generate further revenue from our digital assets by matching products to markets
- Continue to cultivate regional/national fundraising relationships that enable us to access special project funding

Efficiencies and effectiveness

The Trust will continue to deliver savings by continuously reviewing our revenue budgets, developing income generating initiatives, reducing our carbon footprint and identifying energy savings. Trustees and all staff are engaged in the challenging process of making the Trust more efficient and effective.

Over the next three years we will:

- Implement restructure proposals to deliver further significant savings to the Trust's core budget while striving to maximise our social and economic impacts
- Continue energy saving and sustainable initiatives and reduce our carbon footprint through our Green Museums programme
- Continue to upgrade the buildings by working with the City Council to improve the infrastructure of our historic buildings and make them more energy efficient and operationally efficient for the public and staff
- Continue the process of review and development of the operating systems and processes for managing administration and financial activities within the Trust and ensure that they are fit for purpose
- Use IT as an enabler to deliver organisational objectives, increase revenue and deliver cost savings
- Explore opportunities for Learning, Exhibitions and Curatorial to generate income linked to existing resources and staff expertise
- Create a new HR policies, procedures and systems to maximise efficiency and ensure best use of our resources

APPENDIX A

Proposed budget 2016/17 to 2018/19

| | | Baseline Budget | | Draft Budget | | |
|--------------------|---|-----------------|--------------|--------------|--------------|--|
| | | 2015/16 | Year 1 16/17 | Year 2 17/18 | Year 3 18/19 | |
| | | £000's | £000's | £000's | £000's | |
| Income | Unrestricted Income | 1,515 | 1,314 | 1,347 | 1,385 | |
| | Carlisle City Council (CCC) Grant | 1,033 | 835 | 835 | 835 | |
| | CCC Central Services | 93 | 78 | 80 | 82 | |
| | Generated Income | 375 | 379 | 395 | 416 | |
| | Grants / Sponsorship / Donations | 14 | 22 | 37 | 52 | |
| | Restricted Income | 521 | 485 | 476 | 35 | |
| | Arts Council England (ACE) CMC Grant | 460 | 459 | 449 | - | |
| | Exhibition Grants / Sponsorship | 61 | 26 | 27 | 35 | |
| | CBDC Income | 95 | 85 | 95 | 100 | |
| | Cumbria Biodiversity Data Centre (CBDC) | 95 | 85 | 95 | 100 | |
| | Total Income | 2,133 | 1,884 | 1,918 | 1,520 | |
| Expenditure | Unrestricted Expenditure | 1,713 | 1,381 | 1,321 | 1,352 | |
| | Core staff Salaries | 844 | 643 | 576 | 600 | |
| | Utilities | 175 | 171 | 170 | 170 | |
| | CCC Central Services | 93 | 78 | 80 | 82 | |
| | Core expenditure | 601 | 488 | 495 | 500 | |
| | Restricted Expenditure | 522 | 485 | 476 | 35 | |
| | ACE CMC Salaries | 207 | 216 | 206 | - | |
| | ACE CMC revenue expenditure | 253 | 243 | 243 | - | |
| | Exhibition grant / sponsorship related | 61 | 26 | 27 | 35 | |
| | CBDC Expenditure | 123 | 102 | 104 | 105 | |
| | CBDC Salaries | 89 | 80 | 82 | 83 | |
| | CBDC revenue expenditure | 34 | 22 | 22 | 22 | |
| | Total Expenditure | 2,358 | 1,968 | 1,901 | 1,493 | |
| Totals | Total Surplus / (Deficit) | - | 198 | 67 | 33 | |
| | Total CBDC Surplus / (Deficit) | - | 28 | 17 | 9 | |
| Reserves | Reserves c/fwd | 468 | 401 | 426 | 459 | |
| | CBDC Restricted & Designated Reserve c/fwd | 108 | 91 | 82 | 77 | |

Notes Reserves brought forward from 2014/15 were: 665 Tullie House
136 CBDC

We have not made an allowance for the cost for redundancies that will happen in Year 1 following an organisational restructure and can only estimate at this stage that it could be in the region of £100k.

Cumbria Museum Consortium – Activity Plan – 2015 to 2018

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

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

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

*Baseline will be established 2015-16

Goal 2: More people experience and are inspired by museums

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

*Baseline will be established 2015-16

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

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

| | | | | | |
|--|---|------|------|------|----------------------------------|
| | new skills in other aspects of their work | Q1-4 | Q1-4 | Q1-4 | Monitored by CMC Digital manager |
|--|---|------|------|------|----------------------------------|

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

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

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| The CMC will deliver the BRIDGE role for heritage Cumbria | TBD | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

The CMC will deliver the BRIDGE role for heritage Cumbria

*Baseline will be established 2015-16

KEY ACHIEVEMENTS IN 2015/16

Audiences

- We attracted 276,830 visits to Tullie House in 2014/15 (an almost 10% increase on 2013/14) and a further 2,000 to the Guildhall Museum
- From preschool through to college and university 12,784 pupils took part in in-house and outreach activities during the school year September 2014 – July 2015, our highest total in five years
- We opened 11 exhibitions. Particular highlights included:
 - Artists Rooms: Anselm Kiefer – which was large in scale and ambition and which required three years of planning. A complex exhibition that required staff to work with the Tate, National Galleries of Scotland, the artist's studio and the Art Fund (who contributed £12k for an equally ambitious engagement programme). The exhibition received much critical acclaim and was seen by almost 5,000 paying visitors
 - The Shed – ten short exhibitions aimed at different audiences co-created with groups and visitors, including an exhibition of art work by pupils from Trinity School linked to the First World War centenary commemorations; a display of objects and ephemera from local sports clubs; and a 'Roman Photobomb' exhibition curated by our museum youth group
- We developed digital engagement which gave direction to our increasing use of social media (the museum now has more than 4,527 Twitter followers and 3,111 FaceBook Likes)
- Our Learning and Community teams produced a creative and engaging cultural education programme for schools, children and young people; adult learners, older people networks and community groups
- We worked with a number of local youth organisations on creative response projects and pop-up exhibitions, including a photography project with young learners from NACRO in partnership with Eden Rivers Trust. We also worked with young people from the housing charity Carlisle Key on an Artist Rooms project using the themes of personal myth and identity to decorate mannequins, currently on display in the Old Fire Station
- We worked with local dancer Adam Russell to create an inter-generational dance piece inspired by the museum collection, with performers ranging in age from 8 - 80. The piece was performed on our Border Galleries with an audience of 127 people, not including museum visitors who watched as part of their visit
- The Tullie Time Travellers club expanded thanks to funding received from Cumbria County Council as part of the Headstart initiative

- Tullie House was selected as one of six national partners for the Prince's Foundation for Children & the Arts 'Great Art Quest' programme, encouraging pupils and teachers to become more involved with their local art gallery
- Tullie House was a festival partner of Borderlines, Carlisle's festival for readers and writers. Ticket sales increased by 60% on last year and the festival has been shortlisted for the Cumbria Life Culture Awards Event of the Year

Collections

- We secured major trust and foundation funding support from DCMS/Wolfson Museums and Galleries Improvement Fund for the display of the recently excavated Cumwhitton Viking material
- We produced a new Research Policy initially to support our Designation application but which has now been adopted by all relevant departments
- We submitted an Arts Council Designation application and received a Stage 1 pass; stage 2 has to be completed by June 2016
- Staff from across the curatorial departments were involved in a range of collaborative research projects including the following:
 - Salvatore Fadda, a student who came to Tullie House through the ERASMUS Programme created a catalogue of the objects of Roman date from sites along Hadrian's Wall held by the museum
 - The Burnswark Research Project collected samples of lead from sling bullets found on the site as part of their project to see where the lead came from and to help build up a picture of the lead sources used by the Roman army in Britain
 - The University of York came to inspect our Viking Age combs to see if they were suitable for use in tracing where the animals that provided the raw materials came from
 - We worked with visiting researcher/writer, Karen Lloyd, who was conducting research on the Haweswater Golden Eagles for a forthcoming publication
 - We worked with Marcus Doyle who is photographing some of the natural sciences collections for use when teaching photography at the University of Cumbria
- Natural Sciences hosted a tour of the collections for the University of Cumbria zoology undergraduates. Working with the CBDC, an overview of the invertebrate collections was provided as an introduction to the invertebrate zoology course and to reinforce what a fantastic natural history resource they have on their doorstep for future studies.
- Curatorial research and input to the development of the exhibitions programme remains a priority and notable exhibitions in the year generated from the museum's own collections included the popular What's in Store which highlighted many of the collections not normally on public view
- Contemporary collecting and fieldwork continues in line with the Trust's Collections Development Policy and during the year we received generous donations from the

public and benefactors. Notable accessions include: Nine Edinburgh Weavers and two Morton Sundour printed and woven textiles dating from the 1950s-1960s purchased for the collection; important collection of Jacobite related material purchased for the collection comprising: two portrait miniatures of Prince Charles Edward Stuart dated 1749, Jacobite continental soda glass and George Smith map of Carlisle showing the 1745 Jacobite route

Team

- We continued to operate on a significantly reduced running costs budget and lost a further 6 staff to redundancy in 2015/16 as well as agreeing to reduced hours for a further 4 staff and freezing 2 senior manager posts
- Voluntary redundancy was offered to those at risk of redundancy. There has been significant consultation during the year with unions to discuss proposed organisational restructures and staff reductions
- Volunteering continues to grow with 59 individuals giving their time and skills to the museum
- We continued to engage with our staff and volunteers on ways to improve organisational effectiveness
- We continued to try and protect staff morale against a background of job losses and cutbacks in our service, not least through open, transparent and regular communications; we implemented a Staff Representative Group (SRG) to improve communications across the organisation
- We continued to train and develop our teams to maximise and prioritise our resources within the context of reshaping and reorganising the Trust. We also try wherever possible to secure external funding to enable our staff to attend external courses
- Three members of the Learning team attended a course to become trainers for the Discover and Explore and Bronze and Silver Arts Award. This will enable the Trust to deliver more Arts Award activity in 2016
- Our Community & Young People Coordinator has been trained as an Alzheimer's Society 'Dementia Champion' and has delivered 'Dementia Friend' training to all museum staff
- Our Learning & Engagement Manager (L&EM) was selected for the 'Confidence, Choice, Connections' programme run by the Women Leaders in Museums Network. Through this programme a North West Women Leaders in Museums Network has been created, of which the L&EM has been nominated co-chair
- The education team spoke at a number of conferences, including the engage North West conference highlighting our work as part of Artist Rooms and the Kids in Museums 'Family Fortunes' conference exploring what makes our family offer so effective
- We continue to develop our Apprenticeship programme (with the help of our ACE MPM grant) and have taken one apprentice for a second year so that they can work towards their Level 3 diploma

- Two members of the finance team are studying for Level 4 of the Association of Accountancy Technicians (AAT)
- We created and implemented a new, much improved staff Intranet to aid communication and alleviate pressures on digital storage.

Buildings

- We relocated offices to improve communication and as a result have been able to free up a space to create a much needed room for school lunches and, when not in use for this purpose, a room for volunteer projects
- We have relocated the Cumbria Biodiversity Data Centre in Herbert Atkinson House along with our finance and marketing teams
- In line with the Trust's energy efficiency policies LED lighting has been installed in the Border Galleries, part of the Atrium and in the underpass.

Learning and Engagement

- The Learning team hosted the annual Learning Outside the Classroom day with trainee teachers from the University of Cumbria. Over 60 students took part in the event which showcases the education programme at Tullie House and other local cultural organisations
- The learning team took part in the Hadrian's Wall Education Sharing Day in August. The team showcased Roman themed projects over the past twelve months, including our digital 'Hunger Games' trail inspired by the archaeology collection aimed at young people, and our engagement workshops in China with Roman archaeological material. The sold out conference was attended by delegates from organisations along Hadrian's Wall and the North, including Beamish and Tyne and Wear Archives and Museums
- The learning team had a stall in the City Centre over the Pageant Weekend. Over 450 members of the public engaged with staff, handled objects from the collection (including pageants ephemera) and tried on replica costume
- Our Tullie Textiles Group continues to meet monthly at the museum, with membership growing over the past three months. The session is led by local textile artist Helen Walsh who works with the group on new techniques inspired by items from our textile collection. Recently this has included quilts and crocheted dresses
- The Tuesday Lunchtime Lecture programme continues to flourish. Talks from organisations so far include the Solway Wetlands Landscape Partnership, Cumbria Constabulary and Cumbria's Museum of Military Life. 270 people have attended talks up to November this year. Upcoming speakers include staff from the Wordsworth Trust, Eden Rivers Trust and Natural England
- New community partnerships have been created with local organisations, including Unity the drug and alcohol rehabilitation service and Carlisle Young Carers. These partnerships will develop throughout the year with outreach sessions and museum visits

- We are developing a 'Morning at the Museum' drop in for adults with dementia and their carers and families. Participants will meet in the Function Room for refreshments and take part in relaxed and informal object handling sessions
- Our Adult Learning programme continues to increase in numbers and income. So far this year over 200 people have attended talks and Saturday Session art and craft workshops
- Our fortnightly toddlers session is the most popular it has ever been. We average 40 participants each session, and recently trialled sessions in the Summer Holidays with great success
- We provided new opportunities with special events on Science and a new Prehistory session which were well received. The Prehistory session has proved particularly popular with over 300 pupils taking part in the session so far this term
- The Cumbria Sky Map, is a creative response project (to Uta Kogelsberger's New Expressions 3 installation) which forms a canopy that explores thoughts and 'moments' from the fast changing Cumbrian skies. The piece was inspired by the story of the Golden Eagle eggs in the museum's collection. The piece is added to by groups attending artistic workshops that focus on the museum's diverse collections
- The Youth Panel (formerly Yak Yak) have been working on giving themselves a more contemporary vibe. They have designed a new logo which they feel makes them more clearly connected to the museum. There are new flyers, an updated Facebook page and a brand new Twitter account
- The Youth Panel have also:
 - written alternative labels for some of the objects in the galleries
 - taken over the Tullie House Twitter feed as part of Kids in Museums Teen Twitter Take-over Day
 - Benefitted from a day in Edinburgh to see the Artist Rooms: Roy Lichtenstein exhibition at the Scottish National Gallery of Modern Art
- Two groups of young people with learning disabilities from Inspira visited us as part of their NCS project. They said that Tullie House was the highlight of their stay in Carlisle
- Over 1,500 adults and children attend the summer drop-ins. As part of this the Learning team decided to create a new cape for our Flying Reiver. It is decorated with shields that families have designed themselves as well as those belonging to infamous Border Reivers along with a patchwork of different material. Pippa Sheather, a local artist has finished putting the cape together and it is now on display in the Atrium
- Family events in 2015 include the annual Christmas Fun Weekend, Museums at Night and the Big Draw

Visitor Services

- The staffing restructure allowed a re-evaluation of visitor services resulting in the creation of a Visitor Experience team tasked with ensuring the best experience for all our visitors
- Visitor Service staff strongly promoted museum Membership scheme to all visitors
- There were 58 tours in the Guildhall in 2014/15 up 10% from the previous year
- Current Collection Conversations comprise: Roman Jewellery, Roman Locks and Keys, Roman Murder, Viking Helmet and Weapons, Prehistoric Stonework, Tiger Skull, The Red Baron and Metalwork with several new themes for the galleries currently in development
- Five volunteers have been recruited to carry out market research surveying for CMC wide Audience Finder data. As of October 2015 they completed 200 questionnaires that represents 55% of the total required

Partnerships

- Our major partnership continues to be the Cumbria Museum Consortium and our relationship with Arts Council England as the lead MPM organisation for the consortium (see Appendix B)
- We continue to work with Prism Arts on high quality engagement projects, including a creative response project with James Rennie School and Beaumont College which produced a multimedia textile installation in the Tullie House garden inspired by our Artist Rooms: Anselm Kiefer exhibition
- The Youth Panel have created a digital app that takes users on a 'cultural crawl' of the city. We worked with partner venues including the Cathedral, Carlisle Castle and the Railway Station to be featured in the app
- Tullie House is the lead partner in a project with the Cumberland Infirmary which will see prints from our fine art collection on display in the hospital; workshops with staff and patients are also planned
- As part of the ongoing relationship agreement with Newcastle and Lancaster Universities, we hosted four student placements in 2015
- We have established a formal relationship with the Imperial Decree Museum in China (see Highlights in Section 2)
- We are the joint lead partner (with Tyne & Wear Archives and Museums) in securing almost £700k of ACE Resilience funding to develop a dispersed exhibition based on Hadrian's Wall for a major tourism event 2017

Advocacy

- We were delighted to have won the following awards:
 - Tullie House won the national Telegraph Family Friendly Museum Award – one of the biggest museum awards in Britain with over 850 museums entering (see Highlights in Section 2)
 - The Trust's Community and Young People Co-ordinator, Catherine Moss-Luffrum, won the Award for Youth at the Golden Apple Education and Learning Awards (see Highlights in Section 2)
 - Our Curator of Social History, Edwin Rutherford, has been awarded the honorary title of Winfield Fellow by the US Embassy in London. Edwin was made an Inaugural Fellow along with around 50 other people from across Britain who were identified by the US Government as future leaders who can improve the relationship between the United Kingdom and the United States
- We received Trip Advisor's Certificate of Excellence
- We contributed to a number of research publications including:
 - Savage, Carl, The Wigton and Maryport medieval coin hoards, Transactions of the Cumberland and Westmorland Antiquarian and Archaeological Society
- Lectures and talks
 - All members of the curatorial team have given talks and lectures to outside bodies including WIs, U3A, Local History Societies, Society for the Protection of Ancient Buildings throughout the year

Income, efficiencies and effectiveness

- A new operational routine has been implemented by the Visitor Experience team whereby the Visitor Engagement Assistants now close down the building. This has enabled the removal of the security staff resulting in a valuable cost saving without compromising this important function
- Throughout 2014/15 Visitor Services has provided direct operational support to the team during the installation of exhibitions
- During 2015 we upgraded the operating system on all our PCs to Windows 7 and installed Microsoft Office 2010 to improve productivity. Further improvements are planned for 2016/17 including a new CRM system
- We have reviewed our Emergency Plan in line with best practice to minimise the potential impact to the business and collection from any disaster
- We have installed a new easier to move moveable wall system in the Art Gallery, which will both reduce risk of injury and reduce installation time
- We procured new exhibition furniture, including display cases, plasma screens and lighting which will help reduce the set up costs of exhibitions in the future

- Installation of upgraded mechanical and engineering services continued across the museum with a view to improving energy efficiency, including the introduction of a new humidification system in the Border Galleries
- Across all sections of the organisation we have reviewed our processes to ensure efficiency and will implement new technologies where possible to facilitate this such as eliminating the need to undertake manual counting in some galleries thereby freeing up staff time for greater engagement with visitors

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;
 - 6.5.6. the Core Funding which MT assesses it requires to be provided by Carlisle for each of the next three financial years with an explanation of the expenditure of MT for which the Core Funding is required;

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

Carlisle City Council Performance Monitoring

Customer

- 1) All in-person visits to TH (target 242k)
- 2) Visitors to all galleries
- 3) Proportion of 3) who are from 'Out of City' (non TH card holders)
- 4) No. visits to website
- 5) No. children visits (outreach and school pupils)
- 6) No of people taking part in learning activities broken down by subcategories of:

Visitors to Galleries

Curatorial Enquiries

Loans Boxes

Guildhall visitors

Website Users

Community and Schools outreach

Under 5's Education sessions

Internal Workshops and Events

Pupil Count

- 7) Monitoring of usage by protected characteristics, geography (*BP P3 table*) and economic segmentation (*BP P3 final para*)
- 8) Customer satisfaction

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

Finance and Economic Benefits

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

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

Organisational development

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

Risk register to be reported by major exception.

Report to Community Overview and Scrutiny Panel

Agenda
Item:

A.6

Meeting Date: 19 November 2015
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and
Budget Framework YES
Public / Private Public

Title: 2nd QUARTER PERFORMANCE REPORT 2015/16
Report of: Policy and Communications Manager
Report Number: PC 22/15

Purpose / Summary:

This Performance Report updates the Panel on the Council's service standards that help measure performance. It also includes updates on key actions contained within the Carlisle Plan 2013-16. It is anticipated that the revised priorities contained within the Carlisle Plan 2015-18 will be reported from the 3rd quarter onwards following Full Council in November.

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

The updates against the actions in the Carlisle Plan follow on from the service standard information in Section 2.

Recommendations:

1. Consider the performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.

Tracking

| | |
|------------------------|---|
| Executive: | 7 December 2015 |
| Overview and Scrutiny: | Community – 19 November 2015 Resources – 26 November 2015 Economy and Environment – 1 December 2015 |
| Council: | N/A |

1. BACKGROUND

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

Regarding the information on the Carlisle Plan, the intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Overview and Scrutiny agendas and Portfolio Holder reports.

2. PROPOSALS

None

3. CONSULTATION

The report was reviewed by the Senior Management Team on 4 November 2015 and will be considered by the Overview and Scrutiny Panels on the following dates:

Community – 19 November 2015

Resources – 26 November 2015

Economy and Environment – 1 December 2015

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report

Contact Officers: Steven O'Keeffe

Ext: 7258

Appendices None
attached to report:

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

- None

CORPORATE IMPLICATIONS/RISKS:

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

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

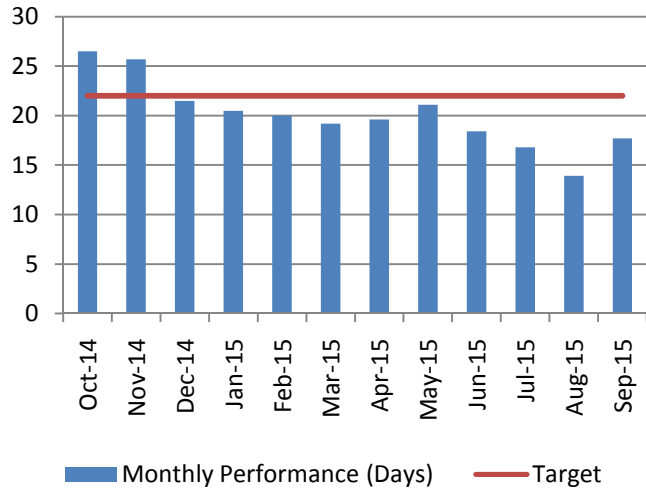
Governance – Responsible for corporate governance and managing team level service standards on a day-to-day basis.

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

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

SECTION 1: 2015/16 SERVICE STANDARDS

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

| Service Standard | Year to Date Figure | Performance by Month | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|-------|--------------------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|
| Average number of new claims should be processed within 22 days | 17.9 days* (Q2 2014/15 – 32.7 days) |  <table><caption>Monthly Performance (Days)</caption><thead><tr><th>Month</th><th>Performance (Days)</th></tr></thead><tbody><tr><td>Oct-14</td><td>26.5</td></tr><tr><td>Nov-14</td><td>25.5</td></tr><tr><td>Dec-14</td><td>21.5</td></tr><tr><td>Jan-15</td><td>20.5</td></tr><tr><td>Feb-15</td><td>20.0</td></tr><tr><td>Mar-15</td><td>19.0</td></tr><tr><td>Apr-15</td><td>19.5</td></tr><tr><td>May-15</td><td>21.0</td></tr><tr><td>Jun-15</td><td>18.5</td></tr><tr><td>Jul-15</td><td>17.0</td></tr><tr><td>Aug-15</td><td>14.0</td></tr><tr><td>Sep-15</td><td>18.0</td></tr></tbody></table> <p>Monthly Performance (Days) Target</p> | Month | Performance (Days) | Oct-14 | 26.5 | Nov-14 | 25.5 | Dec-14 | 21.5 | Jan-15 | 20.5 | Feb-15 | 20.0 | Mar-15 | 19.0 | Apr-15 | 19.5 | May-15 | 21.0 | Jun-15 | 18.5 | Jul-15 | 17.0 | Aug-15 | 14.0 | Sep-15 | 18.0 |
| Month | Performance (Days) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct-14 | 26.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov-14 | 25.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec-14 | 21.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan-15 | 20.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb-15 | 20.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar-15 | 19.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Apr-15 | 19.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May-15 | 21.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun-15 | 18.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul-15 | 17.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug-15 | 14.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep-15 | 18.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | |

*NB Q2 2015/16 figures up to 27/9/15. 17.9 days represents top quartile performance and, as can be seen from the table, the processing of claims has reduced significantly from the same period in 2014/15. Q2 2015/16 is the first quarter that includes performance from the new in-house operational teams on their return from the shared service so no downturn resulting from the changed arrangements.

Section 2: Carlisle Plan Update

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

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

Carlisle Local Plan 2015 - 2030

The Plan is now at an advanced stage of preparation having been submitted for examination in June 2015 and an independent inspector appointed by Government to lead this. Public hearing sessions on key elements of the Plan are scheduled to commence in early December 2015. Adoption of the Plan remains on track for spring 2016.

Durranhill Industrial Estate – Road Improvements

The project is on time and budget with the following arrangements in place:

- Local contractor, R H Irving Construction, has been appointed to undertake the works.
- Works commenced on site mid-September and completion is scheduled for July 2016.
- Land agreements have been secured with all land owners.
- Funding agreement has been completed with the LEP.
- The cost-plan and project programme have been updated following the completion of the tender process.

Talkin Tarn

The Council has encouraged local craft businesses based in the rural area to showcase their products at Talkin Tarn using the gallery space in the Alex Boathouse. We have created a business opportunity by offering a licence to operate a range of paid recreational activities, both water and land based, at both Talkin Tarn and Hammond's Pond.

Carlisle Enterprise Zone

The City Council has been working closely with Kingmoor Park to prepare a bid for submission to the LEP in September 2015. If successful in getting an Enterprise

Zone in Carlisle, the benefits in attracting new businesses, investment, jobs etc. would help drive the aspiration to grow Carlisle.

Promoting Carlisle

Place Management – The 2015 Carlisle Ambassador programme continues to grow with meetings held in May hosted by the Old Fire Station and in August at the Venue. Meetings continue to attract over 200 delegates and are fully booked. Membership now stands at 108 businesses and delegates fully booked the fifth meeting of the year held in October at Dalston Hall.

Projects are coming forward for Carlisle Ambassador's support and ideas are being shared and developed. A project pipeline is being developed to co-ordinate activity, help share ideas, develop and deliver projects. The 'Give a Day to the City' project takes place early in October with a range of opportunities for business and community participation and engagement.

Social media activity continues to raise the profile, generating further interest, ideas and increasing business engagement:

- Facebook 452 likes
- Twitter 1695 followers
- LinkedIn 604 members

A series of meetings are being planned to help develop the Place Plan for Carlisle to highlight opportunities for the Carlisle Story to influence existing activity and identify any gaps in delivery or collateral to promote the city and region.

The hosting of the open-air concert at Bitts Park by Sir Tom Jones in July helped to promote Carlisle as a city that can put on major events in a safe and welcoming environment. It brought visitors to Carlisle from a wide area of the UK and city centre hotels reported high rates of occupancy.

Presence on social media is an important promotional tool and a new website for Talkin Tarn is aimed at developing the audience for the country park, whose visitor profile shows a gap in the 16-30 age range. A new Twitter account for Talkin Tarn allows management to refresh visitor information very quickly and respond to comments and queries.

Broadband Connection Vouchers

Having secured access to the national connection vouchers grant funding programme, approximately 40 vouchers with an approximate value of £105,000 have been issued to small and medium sized businesses and charities across Carlisle and North Cumbria to help them secure a step change in their broadband speeds. The scheme runs until the nationally allocated pot is fully committed.

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

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

Old Town Hall Phase 2 / TIC

Practical completion and building handover was achieved on 24th July 2015 with the Tourist Information Centre relocating to the Old Town Hall from its temporary home in Scotch Street to re-open to the public on 3rd August 2015. A successful opening event for the Tourist Information Centre was held on 17th September 2015.

The project was delivered within budget, achieving a £30k saving against the approved capital budget of £940k. Meetings continue with Ay-Pe to sign-off AV content for the window projection system for production purposes. On- site installation to be completed in October 2015.

Arts Centre

The architect has now submitted the 'variation of condition' application to planning (18/08/15). This should now capture all the retrospective items previously discussed:

- Omit canopy.
- Omit signage lettering - to be dealt with under separate advertising consent application.
- Replacement windows Studios 1 & 2, gantry fire exit.
- Add missing doorway at extension stair exit, GF.
- Retain timber door and screen at courts end of Warwick St elev.
- Retain lower portion of old gantry stair, yard area.
- Add kitchen extract flue and close up former window openings

Harraby Campus Development

Construction works are continuing but ground conditions and other unforeseen delays have left the scheme approximately 6 weeks behind schedule. Completion and handover is not now anticipated for the school and Community Centre until early

October. This will have minimal impact on the Community Association who can continue to use the existing centre.

The sports facilities are progressing slightly ahead of the wider scheme and it is hoped they will be operational in early October. Discussions have continued with British Cycling regarding the Cycle Track and solicited bid will be submitted by 18th Feb 2016 requesting £650k. Executive approval has been delegated to the Portfolio Holder and Chief Executive to accept such funding if offered subject to consideration of any terms and conditions. If the Cycle track is to progress a separate PID will be prepared and submitted to Corporate Programme Board.

The Council works closely with local football administrators, including the Cumberland FA and both Youth and Adult leagues, in order to provide facilities that meet the requirements of the clubs and the football authorities. The Council currently provides 31 grass pitches in addition to the 3g facility under construction at Harraby Campus.

A programme of outdoor events and activities is hosted by our parks and green spaces, including open-air theatre, circuses, conservation volunteering, ParkRun, Race for Life and Talkin Tarn Annual Regatta (the largest event of its kind in our region). Recent improvements at Bitts Park are aimed at making the staging of larger events easier. A surfaced ramp has made it possible to deliver staging and heavy equipment directly to the performance area, which itself has been given a hard standing surface. Employed for the first time for the 2015 Fireshow it has already proved to be a great improvement and allows us to promote Bitts Park as a venue with confidence.

PRIORITY – We will work more effectively with partners to achieve the City Council’s priorities

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

Homelessness Strategy Update

Carlisle Interagency Homelessness Strategy 2015-20 implementation group reviews and monitors progress against the actions and priorities set; all actions have been met for Q1 & Q2, with longer term projects already underway.

Evidence includes:

- Local Strategic Interagency agreement for Carlisle finalised, signed and in place
- Copy of written advice given to all clients outlining housing options prevention service and children and family services including pathway plans
- Effective reconnection policy currently in place in Carlisle
- Local Commitment for 16/17 year olds in place monitored monthly by established protocol implementation group

The Carlisle Partnership

The Carlisle Partnership continues to work with partners across public, private, voluntary and community sector, all of whom play an active role in supporting and developing projects and agendas across the City. We are grateful for the added value that each partner contributes to making this City greater.

The Partnership Executive welcomed new members at its September meeting (Pro Vice Chancellor Enterprise at the University of Cumbria, Senior Commissioning Manager from the Clinical Commissioning Group, Member of Youth parliament, Head teacher from Richard Rose Academy (also Carlisle Secondary Learning Consortium Rep) and the Director of Medical Education from the North Cumbria University Hospital Trust. This was the first meeting for the newly appointed chair and returning vice chair of the Partnership (Moira Tattersall (Principal of Carlisle College) as the new Chair of the Executive and Phil Houghton (Business Development Manager at Story Homes) as the Vice Chair).

The September Executive focused on updates from the 7 priority subgroups (Healthy City Steering Group, Carlisle Economic Partnership, Carlisle Housing Partnership, Community Safety Partnership, Carlisle Food City, Carlisle Youth Council and the Rural Support Group) as well as a workshop on the draft Carlisle Plan. Partners fed back into the consultation on the Carlisle Plan and considered how future partnership contributions could be made to further explore opportunities for joint working. Priority subgroups continue to work on and advance projects.

In order to share information and update on partnership activity a website is to be developed.

A joint pilot between Carlisle City Council's Organisational Development Team, Eliesha and the Carlisle Partnership offered a bitesize workshop to Carlisle Partnership partners. 28 delegates attended the session from a variety of organisations across the district. The session was well received, due to the positive feedback about working together further sessions are being explored.

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

The City Council continues to work closely with partners through the Carlisle Economic Partnership (CEP). Part of the CEP action plan of key priorities sets out actions to address skills gaps by identifying skills needs for growth and encouraging provision which meets those needs. A skills plan is being developed together with training providers and the commercial sector to target and plan provision to address skills gaps.

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

The CEP plan to hold a Skills Summit to raise the issue of skills with a wide cross section of businesses, training providers, Schools, HE and FE providers. The objective would be to raise awareness of the call on skills and resources which the major infrastructure projects in Cumbria over the next 10 years will have and understand the challenges and opportunities this would raise.

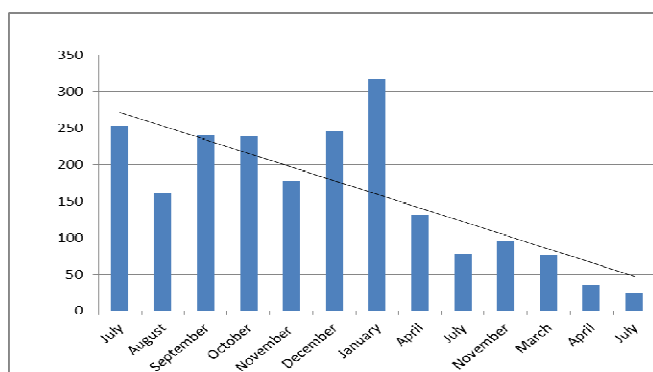
The availability of accessible, high-quality green spaces is known to be a significant attractor when businesses are making decisions on location. Carlisle has a tradition of exactly this type of environment and the Council has built on this tradition by protecting and enhancing the significant green space assets in its possession. Cycle routes, riverside walks, nature trails and open green space allow our residents to travel to work in safety, make best use of their recreational time and take part in healthy, outdoor activities whether formal or informal. A new cycle route from the developing Crindledyke estate to the north of the city will allow access to the Kingmoor nature reserves and the city centre.

PRIORITY - Together we will make Carlisle clean and tidy

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

An indicator of the success of Clean up Carlisle is a reduction in dog fouling visible on the streets. There has been a clear reduction and improvement of dog fouling in the areas monitored by the Neighbourhood Enforcement Team. The Team undertake periodic counts on the same streets throughout the District and record the amount of fouling seen. In July 2014 the total count of dog fouling was 69; in July 2015 the total was 24, a 65% reduction. The launch of the “We are Watching You” campaign and the continued programme on education and enforcement delivered by the Neighbourhood Enforcement Team is targeted to continue this improvement.

Total Dog Fouling Street Counts – 2013 to 2015



Counted by the Neighbourhood Enforcement Team

Streets Counted during Quarterly Assessments

| Street | Ward |
|--------------------------|--------------|
| Briar Bank | Belah |
| Brookside/Green Lane | Belle Vue |
| Borland Ave/ Holywell | Botcherby |
| McVities /Stanhope Rd | Castle |
| Blackwell Road | Currock |
| Richardson Street | Denton Holme |
| Petteril Bank Road | Harraby |
| Pennine Way | Harraby |
| Houghton Road | Stanwix |
| Newlaithes Avenue | Stanwix |
| Brook St/Greystone Rd | St Aidens |
| Beech Grove/Tarraby Lane | Stanwix |
| Scalegate Road | Upperby |
| Holmrook Road | Yewdale |

Rethinking Waste Project

The detailed business case has now been developed for the preferred option for the future delivery of waste collection service. This was presented at Executive on 21 September. Recommendations were also made to Executive for the delegation of authority regarding funding and procurement of replacement vehicles. A further business case relating to the development of the depot will be developed at a later phase of the project.

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

The key to this priority is the delivery of the City Council's housing strategy.

Delivery of the Affordable Housing Programme:

A "Demonstration Project" was approved by Executive on 24 August which will deliver approximately 55 new affordable homes across 4 Council owned sites, in conjunction with Carlisle College, with students gaining practical development skills. Tender/ appointment of Housing partner to run between Sep – Dec. Properties will be completed by March 2018 to comply with HCA funding requirements.

Low Cost Home Ownership:

Executive approved the new Low Cost Home Ownership policy on 14 July for the 300+ properties on the Council's register. The new policy will give a greater priority to households in the greatest need for particular property types, e.g. households with children for larger family homes, and older or disabled people for bungalows or other suitable ground-floor accommodation.

Planning and Housing Event for Housing Associations:

An event was jointly hosted by Planning Policy and Housing officers for local Housing Associations on 30 September. The purpose was to explore the impact on the sector of recent Government policy, including extending the Right to Buy to Housing Association properties and annual rent cuts in respect of Housing Association stock over the next four years, announced in the July budget. It was agreed the Council and local Housing Association partners would continue to work together to address housing need.

Active Promotion of Carlisle to the Development Industry

Efforts have been ongoing, in partnership the adjoining Districts and Cumbria Local Enterprise Partnership, to showcase Cumbria (including Carlisle) to house builders and other related investors. An infographic quantifying the economic benefits of housebuilding in Cumbria was recently jointly prepared and specific events with a development industry audience at Warrington and Durham had a Carlisle presence. Feedback from the industry has to date been very positive with respect to opportunities in Carlisle.

