

AGENDA

Community Overview and Scrutiny Panel

Tuesday, 25 November 2014 AT 10:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

****Briefing meeting for Members will be at 9.30 am in the
Flensburg Room****

Apologies for Absence

To receive apologies for absence and notification of substitutions.

Declarations of Interest

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

Public and Press

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

Minutes of Previous Meetings

7 - 12

To approve and sign the Minutes of the meetings held on 8
September 2014 and 11 September 2014
(Copy Minutes in Minute Book Volume 41[3])

To note the Minutes of the meeting held on 23 October 2014
(Copy Minutes herewith)

PART A

To be considered when the Public and Press are present

A.1 CALL-IN OF DECISIONS

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

A.2 OVERVIEW REPORT AND WORK PROGRAMME 13 - 18

To consider a report providing an overview of matters related to the work of the Community Overview and Scrutiny Panel, together with the latest version of the Work Programme and details of Key Decisions items related to this Panel as set out in the Notice of Executive Key Decisions
(Copy Report OS.27/14 herewith)

A.3 TULLIE HOUSE BUSINESS PLAN 19 - 60

(Culture, Leisure and Young People Portfolio)

The Deputy Chief Executive to submit a report that introduces the Tullie House Museum and Art Gallery Trust's Business Plan for the period 2015-2018.
(Copy Report SD.21/14 herewith)

A.4 SECOND QUARTER PERFORMANCE REPORT 2014-15 61 - 76

(Communities and Housing Portfolio Holder)

The Policy and Communications Manager to submit performance monitoring reports relevant to the remit of the Community Overview and Scrutiny Panel.
(Copy Report PC.18/14 herewith)

A.5 BUDGET 2015/16

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

Members are reminded that the Budget Reports were circulated to all Overview and Scrutiny Members on 31 October 2014.

Members are asked to bring the relevant budget reports to the meeting.

The Executive Decisions from 10 November 2014 will be tabled at the meeting.

Revenue Budget Reports

(a) Budget Update - Revenue Estimates 2015/16 - 2019/20 Pages 1-21

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

Event - p. 6 & 7

Event - Sponsorship Income - p. 6 & 7

DFG Fee Income - p. 6 & 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 D - p.18

(b) Summary of Charges Review - Pages 22-118

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. 25-28

Summary of Income p. 28

Local Environment

Allotments p. 57-58

Sports Pitches p. 62

Play Area Inspection Fees p. 63

Bereavement Services p. 64 & 80-84

Environmental Health p. 65-67 & 73-75

Summary of Income p. 71

Economic Development

Housing p. 91-96

Summary of Income p. 97

(c) Revised Capital Programme 2014/15 and provisional Capital Programme 2015/16 to 2019/20 - Pages 119-128

To consider the Director of Resources report RD.39/14 and in particular comment on the capital spending which falls within the area of responsibility of this Panel:

Disabled Facilities Grant p. 122, 123 & 124

Harraby School & Community Campus p. 122 & 123

Leisure Facilities p. 122 & 123

Revised Capital programme 2014/15 p. 127

PART B

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

-NONE-

Members of the Community Overview and Scrutiny Panel

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

Labour – Burns (Chairman), Harid, McDevitt, Mrs Stevenson, Caig (sub), Scarborough (sub), Sherrieff (sub)

Liberal Democrat – Gee, Allison (sub)

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

COMMUNITY OVERVIEW AND SCRUTINY PANEL

THURSDAY 23 OCTOBER 2014 AT 10.00 AM

PRESENT: Councillor Burns (Chairman), Councillors Ellis, Gee, Mrs McKerrell (as substitute for Mrs Prest), Scarborough (as substitute for Councillor Harid), Miss Sherriff (as substitute for Councillor McDevitt) Mrs Stevenson and Mrs Vasey.

ALSO

PRESENT: Councillor Mrs Bradley – Economy, Enterprise and Housing Portfolio
Ms Bev Lucas – Director Housing and Young People, YMCA
Mr Tim Linford - Operations and Business Manager, YMCA
Councillor Allison - Observer

OFFICERS: Deputy Chief Executive
Director of Economic Development
Homelessness, Prevention & Accommodation Services Manager

COSP.60/14 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Harid, Mrs Prest and McDevitt.

COSP.61/14 DECLARATIONS OF INTEREST

Councillor Miss Sherriff declared a registrable interest in accordance with the Council's Code of Conduct in respect of items A.3 – Shaddongate Resource Centre and A.4 – Homelessness Strategy 2015-2020. Her interest related to her employment at Croftlands Trust.

COSP.62/14 PUBLIC AND PRESS

It was agreed that the items of business in Part A be dealt with in public.

COSP.63/14 MINUTES OF PREVIOUS MEETINGS

RESOLVED – That the minutes of the meeting held on 11 September 2014 be noted.

COSP.64/14 CALL-IN OF DECISIONS

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

COSP.66/14 OVERVIEW REPORT AND WORK PROGRAMME

The Overview and Scrutiny Officer presented report OS.25/14 which provided an overview of matters relating to the work of the Community Overview and Scrutiny Panel and included the latest version of the work programme and Key Decisions of the Executive which related to the Panel.

The Overview and Scrutiny Officer reported:

- that the Notice of Key Executive Decisions, published on 10 October 2014, included the following items which fell within the remit of this Panel.

KD.22/14 – Tullie House Business Plan – the matter would be available to be considered by the Panel at the meeting on 25 November 2014;

KD.23/14 – Carlisle Homelessness Strategy – the matter would be available to be considered by the Panel at the meeting on 15 January 2015

KD.25/14 – Budget Process 2015/16 – the relevant areas would be available to be considered by the Panel at the meeting on 25 November

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

- A short training session for all scrutiny members covering Budget Scrutiny had been arranged for Wednesday 12 November 2014 at 5.00pm in the Flensburg Room.
- The first meeting of the Asset Based Community Development Task Group had been arranged for 27 October 2014.
- The Work Programme for the Panel had been circulated as appendix 1 of the report.

RESOLVED – That the Overview Report (OS.25/14) incorporating the Work Programme and Notice of Executive Decisions items relevant to this Panel be noted.

COSP.67/14 SHADDONGATE RESOURCE CENTRE

The Chairman welcomed Ms Bev Lucas, Director Housing and Young People and Mr Tim Linford, Operations and Business Manager, YMCA to the meeting.

The Director of Economic Development submitted report ED.45/14 which gave an operational and financial overview of the YMCA's management of the Shaddongate Resource Centre.

Ms Lucas gave an overview of her role and Mr Linford's role in the YMCA and reminded the Panel that the YMCA had tendered for the provision of services at the Resource Centre as the YMCA had needed a new venue to deliver and expand their services in Carlisle following the sale of the Fisher Street building. She added that, unfortunately, the services that had been on offer had not been as successful as hoped and the impact of the economic climate had affected the financial viability of the Centre.

The YMCA worked hard to deliver different services and to encourage other services into the Centre, including partnership working with Inspira, but the Centre was expensive to run and maintain. Ms Lucas highlighted the footfall information for the Centre which had been included in the report and informed the Panel that the YMCA were concerned that the Centre was costing a lot of money despite letting out rooms.

Mr Linford explained that a number of groups used the Centre and he looked carefully at the mix of uses but he felt that the only way to make the Centre sustainable was to make use of all of the space. He outlined a number of different organisations which used the Centre such as Age UK, Groundwork and the Glenmore Trust.

Ms Lucas reported that the change in the economic climate meant that funding streams were no longer available to support the work Mr Linford was doing to increase income. She added that the YMCA would continue to look to deliver leisure facilities and develop youth provision.

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

- Had the physical location of the Centre and lack of car parking been an issue? What percentage of the visitors to the Centre were local to the Castle Ward?

Mr Linford responded that the lack of car parking had been an issue and the Centre had lost potential users because there was no car parking. It was estimated that 25% of visitors came from the local Castle Ward based on the number of people who walked to the Centre.

- Did the YMCA compare the letting costs for the Centre with other facilities?

Mr Linford confirmed that the YMCA had access to a lot of information and the letting costs were comparable to a number of other community buildings but he felt that the facilities on offer at the Centre were better than many of the other buildings. He added that approximately 45% of the building had been let out.

- What was the operational cost of the Centre?

Mr Linford reported that the operational cost was £54,000 which included staff and maintenance, Business Rates were also included and the Centre received the discretionary 80% reduction. When the YMCA tendered to run the Centre it agreed to take on the full repair and maintenance of the building. He added that the utility bills for the building were also high despite the building being energy efficient. As the building developed so did the costs including additional cleaning costs and IT facilities to encourage more users. The Centre employed Mr Linford and a 0.6 cleaner, one member of staff had recently been made redundant. As a result the Centre needed reception cover. Other duties such as catering were covered by volunteers.

- How did the Centre work with John Street Hostel and the Council?

Mr Linford reminded the Panel that John Street Hostel was managed by the Council but the Supporting People service was provided by Impact Housing Association (IHA). He had held discussions with staff from IHA to find out what they would like to be provided at the Centre. Mr Linford gave an example of the activities that were being offered and explained that the Centre had received funding to provide free activities for young people and had used the funding to provide a Boxercise class but few people from the Hostel had attended the class.

A Member asked why relationships had not been developed further.

Ms Lucas felt that the approach needed to be looked and more discussions needed to take place with residents.

The Homelessness, Prevention & Accommodation Services Manager suggested this issue be discussed further as part of the Homelessness Strategy as external partners were being asked to promote the Centre in relation to all homelessness/vulnerable people.

- Who covered the Centre's deficit?

Ms Lucas explained that the YMCA subsidised the deficit and commented that it was becoming increasingly difficult. Ideally the YMCA wanted the Centre to operate under their management and for this to be supported by the Council through a subsidy or use of meeting rooms to support partnership working.

- A Member commented that the Centre had been established to assist the homeless but it appeared that they were not using the Centre; instead it was being used by the wider community.

Ms Lucas responded that it was being used for its original purpose but the offer had to be right for them.

In response to a further question Mr Linford stated that the Centre's unique selling point was the availability of all of the facilities including IT facilities. He added that it was his desire to develop pre tenancy training but there was currently no funding.

The Deputy Chief Executive asked Ms Lucas to give an overview of the Empty Homes Project and the potential income from the Project.

Ms Lucas outlined the project and explained that the YMCA had secured funding to bring empty properties back into use, the initial target had been 45 properties but only 12 properties had been brought back and were generating income. The YMCA had the opportunity to apply for further funding before the end of the year. There had been some issues with owners agreeing to the scheme then pulling out so that they could restore the properties and generate the rent for themselves.

- Were the proposals for a Foyer still on the agenda for the YMCA?

Ms Lucas confirmed that the YMCA was still working towards the Foyer proposals.

Mr Linford concluded by stating that the YMCA was optimistic about the future and had plans in place to make the Centre sustainable.

Members were given the opportunity to tour the Centre at the end of the meeting.

RESOLVED – That the update on the Shaddongate Resources Centre (ED.45/14) be welcomed and that further discussions should take place between the YMCA, the City Council and other partners to seek to find ways of making better use of the facility.

COSP.68/14 HOMELESSNESS STRATEGY 2015-20

Due to the delay in the development of the Homelessness Strategy which had been in the Work Programme to be presented at the meeting, the Panel had requested an update on what progress was being made on it.

The Homelessness, Prevention & Accommodation Services Manager submitted report ED.44/14 which provided an update on the research and progress to date, including the consultation and implementation timescales with regard to the Homelessness Strategy 2015-20.

The Homelessness, Prevention & Accommodation Services Manager reminded the Panel of the requirements set out in the Homelessness Act 2002 and the key priorities specified in the current Homelessness Strategy which had been published in 2008/09, as set in the table at 1.3 of the report.

The Homelessness, Prevention & Accommodation Services Manager added that as part of the review process the Council reviewed the last six years homelessness demographic data;

correlating this with information from local social services as to the current and likely future members of social services client groups who were likely to be homeless or at risk of homelessness. The information gathered had been used to ensure that future strategic priorities were based on realistic assumption as to how they would be delivered in practice and collectively owned by all stakeholders within the District.

In addition to the review and audit of repeat presentations, applications and of those residents in emergency temporary accommodation for long periods over the past six years had been reviewed and had identified 29 people annually as being multiple excluded; 1 to 1 interviews had been conducted with 10 sample cases over a two month period as part of an in dept study of Multiple Exclusion homelessness with the District.

The Homelessness, Prevention & Accommodation Services Manager explained that significant socio-economic and changes in Government policy which were deemed likely to impact on homelessness had also been considered and the City Council had invested in an external audit of its homelessness and hostel services which had outlined a number of recommendation to improve the offer to homeless people within the district and which had helped shape the key priority areas and future approach to service delivery.

The Homelessness, Prevention & Accommodation Services Manager gave details of the four key priorities which had been approved by a range of key stakeholders and recognised that the key delivering the priority areas was partnership working. The four key areas were:

- Appropriate Accommodation and Support Pathways
- Multiple Excluded Homelessness and Rough Sleeping
- Increase and improve positive outcomes for young people experience homelessness
- Prevention of Homelessness.

The four priorities had been as a result of a number of meetings and workshops with stakeholders and there had been a good commitment from partners.

The Director of Economic Development added that there had been a real change in attitude from organisations who now understood the value of partnership working and the importance of preventative measures.

In considering the update on the Homelessness Strategy 2015/20 Members raised the following comments and questions:

- Had the Water Street development been successful?

The Homelessness, Prevention & Accommodation Services Manager confirmed that the Water Street development was an excellent facility that not only supported those who were homeless but also provided excellent preventative facilities.

The Director of Economic Development agreed that it was a fantastic facility but the real success would be when there was no longer a need for people to go into the facility in the first place.

- How would the Council help with private sector tenant issues which could result in homelessness?

The Homelessness, Prevention & Accommodation Services Manager responded that the Council would support the tenant and explore the options available. There were a number of preventative actions which could be taken and the Council would provide advice and support to the individual or families.

The Director of Economic Development added that tenants' issues could be very complex and that was one of the reasons the Council worked in partnership with organisations such as the Law Centre.

- In the past the Council had discharged its duty to Social Housing, was this now happening with Private Landlords?

The Homelessness, Prevention & Accommodation Services Manager clarified that the Council did not discharge its duties at all.

- A Member congratulated the Housing Team on the work they carried out with partners and clients.
- Was the DiGS Accommodation Deposit Guarantee Scheme (Carlisle) working?

The Homelessness, Prevention & Accommodation Services Manager stated that the Scheme worked but she felt that the £25,000 annual funding could be used in a better way which perhaps had a return on the funding. She understood that the Scheme helped families stay out of homeless hostels but felt that it could be carried out more effectively.

- Were tenants held accountable for their behaviour under the DiGs Scheme?

The Homelessness, Prevention & Accommodation Services Manager explained that money was not transferred and as a result any issues would be arrears or damage. She informed the Panel that the Housing Team had an excellent working relationship with a number of private landlords and the Team were careful about placements as they did not want to jeopardise the relationships. She added that a number of private landlords had contacted the Council to see if the Council could manage and rent out their properties on their behalf. The Council did not do this but it could be a consideration for the future as it could be advantageous for the Council.

A Member commended that the DiGS Scheme was for a limited period of time to enable the tenant to save up the deposit for themselves.

RESOLVED – 1) That the Homelessness Strategy 2015-20 update (ED.44/14) be welcomed;

2) That scrutiny of the Homelessness Strategy be added to the Panel's Work Programme for Spring 2015;

3) That the Homelessness, Prevention & Accommodation Services Manager and the Housing Team be congratulated for their knowledge and enthusiasm in dealing with homelessness within the City.

[The meeting ended at 11.25am]

Community Overview and Scrutiny Panel

Agenda
Item:
A.2

Meeting Date: 25th November 2014
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 27/14

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

1. Notice of Key Executive Decisions

The most recent Notice of Key Executive Decisions will be published on 10th October 2014 and was circulated to all Members. The following items fall into the remit of this Panel:

- KD 22/14 **Tullie House Business Plan** – available to be considered by this Panel at the meeting on 25th November 2014.
- KD23/14 **Carlisle Homelessness Strategy** – available to be considered by this Panel at the meeting on 15th January 2015.
- KD25/14 **Budget Process 2015/16** – on the work programme for the relevant areas to be on the agenda of this Panel on 25th November 2015.

2. References from the Executive

The Executive met on 10th November 2014 and considered the following items within the remit of this panel:

Budget 2015/16 – on the agenda of this Panel

Tullie House Business Plan – on the agenda of this Panel.

3. Asset Based Community Development Task Group

The Task Group held its initial meeting on 27th October and agreed that they would like to commence with further work. The Group will meet again on 2nd December to consider a report prepared by Robert Cornwall.

4. Work Programme

The Panel's current work programme is attached at **Appendix 1** for comment/amendment.

Contact Officer: Nicola Edwards Ext: 7122
Appendices attached to report: 1. Community O&S Panel Work Programme 2014/15

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 2014/15

Date last revised: 12 November 2014

Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		19 Jun 14	31 Jul 14	11 Sep 14	23 Oct 14	25 Nov 14	15 Jan 15	26 Feb 15	9 Apr 15
CURRENT MEETING – 25 th November 2014															
Tullie House Trust							Business Plan 2014/15 – 2017/18					✓			
Performance Monitoring Reports	✓						Reporting of performance relevant to remit of Panel	✓		✓		✓		✓	
Budget 15/16 – 19/20		✓	✓				Consideration of service implications					✓			
TASK AND FINISH GROUPS															
Asset Based Community Development							Scoping Review				✓				
Hate Crime			✓				Monitoring of implementation of recommendations	✓					✓		
FUTURE MEETINGS															
Community Safety Partnership	✓		✓				To consider Strategic Assessment 2014 & Partnership Plan 2015/16					?		?	

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2014/15

Date last revised: 12 November 2014

Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		19 Jun 14	31 Jul 14	11 Sep 14	23 Oct 14	25 Nov 14	15 Jan 15	26 Feb 15	9 Apr 15
Children & Young People							Panel meeting devoted to C&YP issues – agenda to be determined							✓	
Play Area Review														✓	
Riverside Carlisle				✓			Monitoring progress and developments of joint working		✓						✓
Scrutiny Annual Report			✓		✓		Draft report for comment before Chairs Group								✓
Homelessness			✓				Jan– draft strategy				✓		✓		
Carlisle Plan		✓												✓	
COMPLETED ITEMS															
Shaddongate Resource Centre	✓				✓		Invite YMCA to meeting to scrutinise performance of centre				✓				
Carlisle Leisure Ltd							Annual Performance Report			✓					

COMMUNITY OVERVIEW AND SCRUTINY PANEL WORK PROGRAMME 2014/15

Date last revised: 12 November 2014

Issue	Type of Scrutiny						Comments/status	Meeting Dates							
	Performance Management	Key Decisions Item/Referred from Executive	Policy Review/Development	Scrutiny of Partnership/ External Agency	Monitoring	Budget		19 Jun 14	31 Jul 14	11 Sep 14	23 Oct 14	25 Nov 14	15 Jan 15	26 Feb 15	9 Apr 15
Corporate Equality Scheme							Details of review of scheme and determine scrutiny involvement			✓					
Carlisle's Sports Strategy							To scrutinise Playing Pitch Strategy.		✓						
Arts Centre		✓					Scrutiny of Business Plan		✓						
Mobile Home Act		✓	✓				Pre-decision scrutiny	✓							
INFORMATION ONLY ITEMS															
Details								Date Circulated							
Food Law Enforcement Service Plan								With papers for 31 st July meeting							

Report to Community Overview & Scrutiny

Agenda
Item:
A.3

Meeting Date: 25th November 2014
Portfolio: Culture, Health, Leisure and Young People
Key Decision: Yes: Recorded in the Notice Ref:KD.22/14
Within Policy and Budget Framework YES
Public / Private Public

Title: TULLIE HOUSE BUSINESS PLAN
Report of: The Deputy Chief Executive
Report Number: SD21/14

Purpose / Summary:

This report introduces the Tullie House Museum and Art Gallery Trust's Business Plan for the period 2015- 2018.

Carlisle City Council's Executive considered the Business Plan at their meeting on the 10th November and requested that the plan be referred to the City Council's Community Overview and Scrutiny Panel.

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. This states that a Business Plan submitted by the Trust to the City Council annually should be used as the basis agreeing funding.

Recommendations:

The Community Overview and Scrutiny is asked:

- (i) to consider the report and the proposed Business Plan and
- (ii) provide comment and feedback to the City Council's Executive on it's contents and proposals

Tracking

Executive:	15 th December 2014
Overview and Scrutiny:	25 th November 2014
Council:	6 th January 2014

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 should be 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 2015/16 through to 2017/18.

2. PROPOSALS

- 2.1** The Community Overview and Scrutiny Panel are asked to review the business plan and provide feedback to Carlisle City Council's Executive on it's content.

3. CONSULTATION

- 3.1** As outlined above Carlisle City Council's Executive have already given the business plan their initial consideration and are now seeking the engagement and feedback of the Council's Community Overview and Scrutiny Panel.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1** The recommendations allow this report, the associated Business Plan, and ultimately core funding levels to be agreed 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: 7004

**Appendices
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

Governance – 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.

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 2015/16 of £250,000 has been assumed in the MTFP which is also reflected in the Trust's Business Plan. Other issues requiring clarification include the tender exercise for the provision of central services. There are proposals to further reduce the grant by £214,000 from 2016/17.

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Business Plan 2015/16 to 2017/18

1 INTRODUCTION

This, the fourth business plan to be prepared annually by the Tullie House Trust, covers the three years from 2015/16 to 2017/18. We aim, over the next 3 years, to maintain our current strong financial position and realise our ambitious strategic vision, whilst absorbing the reduction of £250k to our Core Funding from Carlisle City Council, by:

- Introducing and establishing a strong membership base and forging new relationships with other funding sources;
- Building on the strength of our collections and expertise to increase our business-generated income to cover our core costs; and
- Maintaining a culture of rigorous financial control.

The impending reduction in the City Council's grant means that we have put more focus on resources – income generation, cost management and changing the ways we do things. This needs to be achieved alongside our ambition to proceed with a major capital development plan for Tullie House, Cumbria's 20:20 Museum.

In July 2014 the Arts Council informed the Trust that the Cumbria Museums Consortium application for Major Partner Museum funding had been successful. The Arts Council requires Tullie House Trust provide an agreed Activity Plan for the Consortium for 2015-18, an Equality Plan and an Audience Development Plan by February 2015, before funding is released.

1.1 Strategic themes

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

Collections - developing and making the collections more accessible and relevant to audiences.

Audiences - using collections to extend our reach by developing existing and new audiences.

Resources - staff development, business development and generating income.

Abbreviations

ACE – Arts Council England
CBDC- Cumbria Biological Data Centre
HAH- Herbert Atkinson House
HLF – Heritage Lottery Fund
MPM – Major Partner Museum
GEM – Group for Education in Museums
LGBT – Lesbian, Gay, Bisexual & Transgender
CMC – Cumbria Museums Consortium

2 HIGHLIGHTS OF 2014/15

253,235 people visited Tullie House in 2013/14, exceeding our target of 242,000 by 4.64%. In the current year 2014/15 there has been a varied exhibitions and learning programme aimed at diverse audiences, with a particular focus on children and young people. The visitor target for 2014/15 is 247,500.

Mechanical Circus, displayed in a fairground atmosphere, presented a combination of the mechanical pieces of the Cabaret Mechanical Theatre and the scientific tricks, toys and spectacular experiments of the Museum Boerhaave – the Netherland's state museum of science and medicine. This was the UK premier of this innovative exhibition. It had a total of 12,672 visitors, including 3895 school groups, and received excellent media coverage.

Richard Slee: Work & Play was a retrospective of the internationally acclaimed, Carlisle-born ceramicist. This major exhibition, and supporting publication funded through the Arts Council's Grants for the Arts programme, was initiated by Tullie House. The exhibition is currently being marketed to tour from 2015 onwards - a first for Tullie House, and may be shown as part of the Venice Biennial in 2016.

Other 2014/15 exhibitions have included Martin Greenland's *Second Novels* of unconventional landscape paintings; *Worn to be Wild*, a contemporary costume exhibition based on wildlife, enhanced with items from the Tullie House Natural Science collection; *War Games* from the V&A Museum of Childhood with loans from the Imperial War Museum, the Museum of London and the Nuremberg Museum; and *Anslem Kiefer*, a partnership with the Tate under the banner of their *Artists' Rooms* programme. 2014 will also see the launch of the exciting new ideas incubator, *The Shed* – this flexible audience-led approach to programming and interpretation in the museum's Exhibition Gallery will pilot ideas for engagement to support the *Cumbria's 20:20 Museum* interpretation strategy. The space promotes new ways of working and opens up opportunities for staff and audience engagement to identify new exhibition potential for the future. Projects programmed include 'Remembrance 100'; 'One day in Cumbria'; 'Great Art Quest'; 'Roman Photobomb'; 'Life, Laws and Legacies: Tudor Carlisle in Modern Perspective.'

Tullie House Museum and Art Gallery Trust led a successful bid to the Arts Council for Major Partnership Museum (MPM) funding for the Cumbria Museums Consortium (CMC) for 2015-18. The Cumbria Museums Consortium is a partnership between Tullie House Trust, the Wordsworth Trust and Lakeland Arts. The Arts Council announced the award in July. Funding of £3,135,495 (£911,000 is allocated to Tullie House) over three years will allow the three museums in the consortium to maintain and develop their successful programme of exhibitions, collections development and innovative engagement work with diverse audiences. The last encompasses the apprenticeship scheme and work with community groups, including working with people with dementia, children and young people. The award provides an opportunity to work with the other museums and the cultural sector in Cumbria, as well as develop national and international partnerships. Arts Council

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England stated that the CMC programme of work made an important contribution to their goals of 'great art and culture for everyone and to the national portfolio of major partner museums'.

Tullie House Museum and Art Gallery Trust is the Cumbria Tourism Large Visitor Attraction of the Year for 2014. The judges were impressed with Tullie House's high standards of facilities, general information, interpretation and presentation. A "mystery visitor" reported on the outstanding levels of customer service throughout their visit to Tullie House. The winner needed to be of a high standard and responsive to the needs of visitors with disabilities, as well as demonstrate strong links with the local community. All Cumbrian winners will be invited to represent the county at the national Visit England Awards ceremony in early 2015.

Tullie House was also longlisted for the Daily Telegraph Kids in Museums Awards and won awards from Carlisle Living and Golden Apple Awards during the course of the year.

Following the refurbishment of the Function Room in 2013/14, the retail area in the atrium of Tullie House has been upgraded. There has also been investment in improving the range and quality of the stock in the shop.

A new membership scheme will be launched on 1st December 2014. The Head of Fundraising is working with the Friends to ensure the membership scheme proposed is appropriate and encourages existing Friends to transfer their membership to the Trust. This scheme will be launched alongside the Corporate Membership Scheme.

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

3.1 Cumbria's 20:20 Museum

Cumbria's 20:20 Museum is a transformational capital development project. To create a 21st century museum of national quality, that positions people and collections at the heart, as it delivers a dynamic and relevant contemporary cultural offer. The project will help regenerate Carlisle and be a flagship for the county. It will provide a vibrant and proactive centre for heritage and the arts in Cumbria, as well as make a major contribution to the city's cultural Quarter.

This is an ambitious project and the competition is strong for major grant funding from the Heritage Lottery Fund (HLF). If successful, the Trust will need to identify the resources to deliver the development phase of the project. A budget of £1m has been identified for the 18 month development phase. The bid will be accompanied by a Project Business Plan, which will link with this Business Plan.

The 20:20 Museum Development Project focuses on three core objectives. These are:

Accessibility

- Present collections in a manner accessible to a diverse range of demographics
- Develop a stimulating learning environment that pays particular attention to creating a sense of Cumbrian identity
- Enhance the collections' accessibility through the use of storylines and strong themes, drawing on a multitude of resources and media
- Strengthen museum infrastructure for an enhanced visitor experience

Forging stronger local ties

- Establish the Museum at the heart of Carlisle's emerging Cultural Quarter
- Develop connections with Cumbria's wildlife through the collections and the Cumbria Biodiversity database, to extend the visitor experience into the natural environment
- Engage with the community to develop and inform the museum's developments, expanding the Museum's visiting public beyond its traditional demographics

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Development and sustainability

- Exploit the full potential of the Museum's collections
- Create flexible, high-quality exhibition spaces that can be adapted to future needs
- Create a more sustainable and resilient Museum, particularly by developing the skills of staff apprentices and volunteers

An application to the Heritage Lottery Fund (HLF) will be submitted in November 2014. Their response will be known in May 2015. If successful the Development Phase would then commence immediately, starting with a public engagement and consultation programme and a full architectural competition.

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

3.2.1 Carlisle City Council

Carlisle City Council is our key partner and the Trust is working closely with the City Council in the preparation of the development plan Cumbria's 20:20 Museum. Meetings are taking place with Council Members and Officers to discuss the development plan, planning issues and the acquisition of properties such as Herbert Atkinson House, 6-16 Castle Street and adjacent premises in Abbey Street.

Discussions are underway with the City Council on outsourcing of Tullie House's central charges, including Human Resources, ICT and Health and Safety. Payroll was outsourced in October 2014. There are opportunities in 2015/18 for the Trust and the City Council to work together on developing Carlisle's tourism offer and the Historic Quarter.

In preparing the Business Plan the Trust appreciates the continued support of Carlisle City Council. The Trust prepares regular reports for the Council's Portfolio Holder. Performance indicator information is provided by the Trust for the Council's quarterly monitoring meetings.

3.2.2 National and International partnerships

The British Museum Partnership has developed over the past five years from the Roman Frontier Gallery, through touring the Crosby Garrett helmet, to learning programmes such as Collections Conversations and Talking Objects. We are investigating opportunities to develop spotlight loans over the next three years with the support of the Cumbria Museums Consortium Collections Access posts.

The Trust is exploring a partnership with the Xuzhou museums group in Jiangsa Province of China through the Major Partner Museum (CMC) funding. This funding and the new posts will help

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establish and develop international partnerships. Income opportunities for touring exhibitions will be further investigated over the next three years.

3.2.3 Local and Regional partnerships

The Trust works with a number of local and regional partners including the University of Cumbria, University of Lancaster and the University of Newcastle. Building on the links with the Carlisle Pageant, the Trust is developing a partnership with the University of Glasgow.

There is general concern that the closure of the Hadrian's Wall Trust will have a negative effect on related visitor attractions working together. However a proposed joint major exhibition of Roman Parade Armour in 2018 with Tyne and Wear Museums will link with visitor attractions along the Wall.

The Major Partner Museum funding for 2015-18 means working across Cumbria with partners Lakeland Arts and Wordsworth Trust, Cumbria Learning Networks, Curious Minds, North West Development and the Cumbria Museums Forum. Tullie House needs to be leading by example and there is a capacity issue in delivering such an ambitious programme.

The Friends of Tullie House has been an important partner and Tullie House has been dependent on the support and generosity of this group. Recent joint initiatives include the support the Crosby Garrett Helmet exhibition and the purchase of a geologically important Spar Box.

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

3.2.4 Major Partner Museum

The Cumbria Museums Consortium has been offered £1,045,165 each year for 2015/16 to 2017/18 for the proposed programme as set out in the bid. Tullie House Trust is the lead organisation for this ambitious programme. The Arts Council have indicated that they are impressed with the work of the Consortium and with the new bid and expect Tullie House Trust to take a strong leadership role, not only within Cumbria but also nationally. The Apprenticeship scheme, for example, has received regional recognition and we will develop it over the next three years.

There is an emphasis in the new programme on Excellence, Audiences and Children and Young People, supported by Resilience and Leadership. The CMC Project Manager will work closely with the MPM partners, Lakeland Arts and Wordsworth Trust. The new programme includes:

- Highlight loans to Cumbrian museums
- International touring to China
- Intergenerational community programmes

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- A national conference on rural leadership
- Continuing the Apprenticeship programme
- Treasures of Cumbria initiative.

The Trust will need to ensure that it has the capacity to deliver the Major Partner Programme, in addition to the Development Plan if the Heritage Lottery application for Cumbria's 20:20 Museum is successful.

Acquisitions

The Acquisitions and Disposal Policy (Collections Development Policy) will be revised and presented to the Trust Board in 2015. A dedicated Acquisitions Budget of £25k has been established for Collections within Reserves for new acquisitions.

Designation

It is intended to submit an application in 2015 to the Arts Council for Designation. A designated collection is "a pre-eminent collection of national or international importance". The Trust's bid will be focussed on the natural sciences collections. Preparatory discussions are being held with the Arts Council and staff at Tullie House regarding the bid.

Taken as a whole the Lakeland Natural Science Collections at Tullie House Museum is a unique and invaluable resource for environmental studies of a particularly significant area of England in terms of its natural heritage. Our very strong regional focus, high quality data and continuity of collecting across the broad spectrum of natural science disciplines is unsurpassed in UK museums and this, coupled with the pre-eminence of Cumbria for biodiversity, makes the collections of national significance.

There are currently 140 designated collections held by organisations across England. The benefits of Tullie House Trust receiving Designated Status for the natural sciences collections would be:

- Enhanced ability to raise funds to support collections
- Added profile-raising at national level through promotional material and press coverage
- A focus for advocacy and awareness raising.

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

4.1 A visitor survey carried by Morris Hargreaves MacIntyre in 2013 found that 32% of our visitors were local and from Carlisle, 21% from Cumbria and the border counties, 40% from the UK outside the North West and 7% from overseas. 64% of visits were made by visitors who had been to Tullie House in the past and the majority had visited within the last 12 months. 48% of visits were made by visitors aged 55+ and 20% of visits were made by visitors under the age of 16. 26% of visits were made by visitors in family groups.

The Tullie House website was the single most commonly cited way of finding out about Tullie House (14%), followed by recommendations by a friend and posters, boards and banners outside the building (11%). 16% of visitors from wider Cumbria and the border counties mentioned having seen or heard Tullie House on TV or radio. What's On guides were seen by 9% of visitors. 98% of visitors found the overall experience excellent or good and 96% rated the visit good value for money.

The Trust is preparing an Audience Development Plan for 2015-18, as part of the Major Partner Museum Programme. This Plan will also be a part of the bid to be submitted to the Heritage Lottery Fund for the Cumbria's 20:20 Museum project. Visitor surveys, feedback and evaluation will need to be continued over the next three years. The Audience Development Plan will help the Trust understand its audiences in a "segmented" way and plan for different audiences in different ways. It involves programming, marketing, communications, education and environment.

Our research indicates that the current main audiences at Tullie House are:

- **Families** with children (learning or fun) – structured activities, child friendly facilities, quick win entertainment, information and value. Research showed that last year 52% of visits to Tullie House were made by families with children.
- **Local People** (regular users) – These are usually Tullie Card holders. This group requires a changing and varied programme of exhibitions, events and free exhibitions.
- **Over 60's** – this group want informative events and activities in the galleries, good facilities in the restaurant and galleries as well as easy access and a friendly welcome.

An individual visitor may span the different audience segmentations depending on the group they are visiting with and why they are visiting. In addition to these main audience types Virtual Visitors and schools/educational establishments are also a key target audience

Our marketing and promotion is linked to a drive time of 1.5 hours. This includes Newcastle to the East, Lancaster to the South, all of Cumbria and the Border region of Scotland.

Due to the proposed reduction in the grant from Carlisle City Council from April 2015 there will be a reduction of £15,000 in the Marketing budget, which will impact on advertising in the media coverage, the What's On Guide.

4.2. Market research and evaluation

Ongoing market research and evaluation informs the planning of activities. The Arts Council MPM funding provides the opportunity for regular visitor market research across the CMC. Questions are asked to find out who our visitors are and how they behave. This includes their profile, what motivated them to visit (advertising, social media, website etc), what they specifically came to see, how much they enjoyed their visit and if they would recommend Tullie House to their friends and family. The data obtained enables the Marketing Team to target specific audiences and use appropriate promotion. Other forms of secondary research are carried out, for example: short in house surveys, online and Standpoint (an in-house visitor survey point).

Evaluation is carried out of specific exhibitions, events and projects. For example an evaluation of the award winning Roman Frontier Gallery was commissioned to assess the impact of the exhibition, the collections and interpretation via visitor feedback, focus groups and surveys. This information informs future gallery developments and exhibitions. Evaluation of the Crosby Garrett Helmet exhibition identified how the "spotlight" exhibition model was so successful for Tullie House. We are therefore exploring ways of repeating this model at Tullie House and within the Cumbria Museums Consortium activity programme.

4.3. The temporary exhibition programme

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

The Trust continues to develop an ambitious exhibitions programme. Three key seasons for our visitor groups have been identified; Feb-June (Educational with links to the National Curriculum), July- Sept (Family Friendly), Oct – Jan (Academic & Contemporary). We have diversified from a mainly contemporary art programme to engage new audiences targeting key hard-to-reach groups.

Exhibition programming will continue to build national and international partnerships, focus on income generation through admissions and retail, and strengthen links with our formal learning programme and the National Curriculum. Spotlight loans will further enhance the offer, either as stand alone displays or contributing to programmed temporary exhibitions.

In 2015/16 the museum will stage *Treasures of Cumbria: A History of Carlisle in 10 Objects*, a historical and interactive exhibition based around objects within or related to the Tullie House collections. This summer exhibition will chart important developments which have shaped Carlisle as we see it today. It will be a cross departmental collaboration fusing academic knowledge with

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contemporary opinion and interaction. Tullie House will then show a retrospective of the work of Carlisle based artist and Illustrator *Paul Leith*.

In 2016/17 Tullie House looks forward to working for the first time with Seven Stories, the National Centre for Children's Books, on the touring exhibition *A Viking's Guide to Deadly Dragons with Cressida Cowell*. Other exhibitions will be *Carlisle at War*, a major Tullie House curated exhibition and *Percy Kelly*, a major exhibition of the work by this high profile local artist.

The temporary exhibition programme is under pressure, especially as a reduction of £5k has been identified within what was already a very tight annual budget. There is an ambitious programme of exhibitions in place although the present Tullie House exhibitions budget is only £23,485. The annual exhibitions budget for a local similar sized venue is over £100,000.

Wherever possible, external funding is sought for specific exhibitions. Work on the fundraising for exhibitions is a key area supported by the Head of Fundraising. The Arts Council's Grants for the Arts (G4A) Programme has previously been the main financial supporter of the temporary exhibitions programme providing funds of approximately £50k p.a. in recent years. However, G4A funding is only available for contemporary art, so the more the Trust mounts exhibitions to reach Tullie House's target audiences, the less support we will receive from this fund.

Further details of the proposed exhibition programme for the three years to 2016/17 is attached in Appendix B.

4.4 The learning programme

Formal and Informal Learning at Tullie have been supported by the Arts Council Major Partner funding from 2012 – 2015. Formal education visits (self-guided, mediated workshops and outreach sessions with primary and secondary pupils) have increased from 8308 in the academic year 2012-2013 to 9679 for 2013-2014. For the third year in a row we were long-listed for the Kids In Museums Family Friendly Award. Over the past year we facilitated over 430 Arts Awards; projects included a Mechanical Circus themed project with NACRO, a crime reduction charity, where 10 young people achieved their Bronze Arts Award qualification. During the next round of funding we will continue to develop on the learning work already in place and expand into new areas:

- Primary Schools – our Primary programme has not been in receipt of additional funding for a number of years, yet despite this continues to increase its numbers year on year and constitutes the vast majority of our formal education figures. We have also greatly increased our Arts Award participation figures: by September 2014 almost 500 primary school pupils will have achieved the Discover Arts Award. We will invest ACE funds into enhancing our offer by working with schools on bespoke projects focussing on outreach and self-guided visits, helping schools to achieve Arts Mark status and Arts Awards for their pupils
- Secondary Schools – by March 2015 a new website will have been developed that gives secondary pupils access to our collection. We will continue to add content to this website

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and advertise it to schools as a research tool to use in lessons, as well as develop outreach sessions themed around this resource.

- Family Friendly – we will continue to develop an outstanding provision for families, and will strive to be shortlisted for the Kids in Museum Award. Along with our partner CMC museums we will develop a Family Friendly Club, working on increasing ways that families engage with us digitally.
- Young People – Yak Yak group has developed a digital map that guides visitors to the city from the train station to the cultural quarter. The map features a free downloadable Tullie House app, which will allow the user access to videos about what there is to see at each point of interest, and some lesser known, unusual facts. Throughout the process the Yak Yaks have worked with professional drama facilitators, script writers and film makers to develop their skills and learn new techniques. This year, subject to funding, we will be running a long-term, in depth youth engagement programme as part of the Artist Rooms exhibition. We plan to set up a group of 10 young people, with the help of a student recruited from the University of Cumbria. The group will immerse themselves in the world of contemporary art and Anselm Kiefer, visiting the exhibition at the Royal Academy in London, producing creative responses to his work and creating exhibition tours for young people. We intend this group to retain their links with the museum and become young ambassadors for Tullie. If this style of engagement is a success we hope to continue our involvement with Artist Rooms by applying for a future exhibition and running another in depth engagement project with their target age group of 14 – 25 year olds.
- Adult Learning – a recent pilot for this programme demonstrated a clear demand for this type of in depth engagement with our collection for adults, and also that certain times of the year attract greater numbers than others. We will continue our Thursday Talks and Saturday Sessions strands from September – June every year ensuring that they increase their profitability year on year.

4.5 Digital technology

The Arts Council Major Partner Funding gives us the opportunity to work across Cumbria to deliver the innovative *Treasures of Cumbria* project over the next three years.

It is critical for the efficient running of Tullie House and to support Cumbria's 20:20 Museum, that there is investment in digital technology in the next three years. Further investment will need to be made in the website and the development of social media networking. In order to provide an efficient sales and marketing service to our customers, we need to invest in a new Customer Relationship Management (CRM) system.

Tullie House's innovative use of gaming in secondary education has been featured in the Museums Journal and by GEM. We will continue this digital engagement with Secondary Schools by developing our collections access website. The site will allow pupils to research our collection via high quality images and specially designed labels that will cater for a range of abilities. Using Arts Council funding

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we will continue to add content to this site and develop outreach and in house self-guided sessions based around it.

4.6 Community engagement

Arts Council Major Grant funding has allowed us to work with a range of hard to reach audiences, including the LGBT community, and with a variety of community partners such as Prism Arts and OutREACH Cumbria. We have also developed collections based initiatives that aim to create a stronger connection between our visitors and the collection, including Object of the Month where visitors can vote on which object they would like to see showcased, and Alternative Labels where they can share their thoughts on objects in the galleries and have them displayed alongside our curatorial labels.

With the next round of ACE funding we will continue to develop our relationship with Prism who we see as a key strategic partner in our community engagement work. Each year we will develop one opportunity enabling diverse artists and participants opportunities to respond to and promote Tullie collections and exhibitions through a competitive commission and selection opportunity targeted at outsider / diverse artists, and identifying a piece within our collection or temporary exhibition programme. In 2015 we are commissioning Prism Arts to develop a high quality installation based response to the Artist Rooms exhibition, working with young disabled people exploring memory and identity. We will also revisit the dementia research project and explore how we can develop a sustainable partnership in this area of work. Lastly, we will hold a seminar (2016 TBC) potentially focussing on creativity and older people, building on the success of our Outside In conference in 2012.

OutREACH Cumbria recently submitted a successful HLF bid to work with Tullie House to create a collection, archive, exhibition and teaching materials that will generate a legacy for the future of Cumbria's LGBT community. This project will run from September 2014 – September 2016 and will be a key focus of our community engagement work.

We will also develop our fledgling partnership with the Cumberland Infirmary. Working with consultants and staff at the Infirmary, we will explore ways to give patients recovering in hospital access to our collection working with them on an evidence based programme that will demonstrate the impact environment can have on recovery.

4.7 The volunteer programme

Following the appointment of a part-time volunteer co-ordinator, our volunteer programme has evolved in terms of both scope and size. A volunteer policy has been implemented to support our commitment to the programme and to enable all stakeholders to understand the vision behind it. We currently have 41 volunteers registered for roles such as supporting events and activities, visitor surveys, collections and gardening. There is a page dedicated to volunteers on the Tullie House website advertising the programme with role specifications and application details.

A future volunteer initiative will be the Visitor Friend which will see volunteers support the work of our Front of House team in the atrium. They will act as ambassadors providing assistance and information to visitors who request it, assisting visitors in the queues at reception by answering questions and helping with the admission process, and promoting Tullie House, its activities and events in the City centre. We will also be involving volunteers in focus groups and special events. There will need to be further assessment of volunteer opportunities going forward and the potential to develop enhanced volunteering programmes across all sections of the museum.

5 RESOURCES: Organisation development, income generation and premises

5.1 Business efficiencies

In 2015/16 the City Council will be reducing its grant to the Trust by £250,000. In response to the reduction the Trust is:

- Working with all staff to identify business efficiencies
- Reviewing all budgets and reducing spend by £40k
- Investigating outsourcing of central services, with a view to making a saving of £10k
- As a last resort carrying out a reorganisation, which is likely to result in staff redundancies. The organisation cannot absorb the reduction without the need to realign the business needs of the Trust and this will require a fundamental appraisal of how we operate.

The Head of Fundraising has been appointed to support income generation for the Trust and is working in tandem with making the business efficiencies. Savings need to be made at a time when we are submitting a major capital application Cumbria's 20:20 Museum, as well as launching into a new three year Arts Council Major Partner Museum programme. It will have a major impact on the running of the organisation. Implications include:

- Potential redundancies and 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
- Loss of key staff will impact on our ability to manage a major capital bid
- Reduction in resources and staffing will impact on our capacity to initiate new projects
- Implementing savings will effect staff morale

There inevitably will be an impact on the services the Trust is delivering.

5.1.1. Developing the Organisation

The Trust must remain ambitious and resilient at a time of change. Culture Change, a training and development programme has been introduced, which includes a training/coaching/mentoring programme in 2014/15 and beyond. It is a programme that will involve all staff and Trustees at Tullie House Trust. The Trust is committed to continuing to invest in the staff.

A staff reorganisation in April 2012 involved significant changes to staff roles and responsibilities. City Council's grant reductions in 2015/16 of £250k means there needs to be a further restructure of the organisation. This restructure will encourage new ways of working across the organisation, with the aim of developing an organisational culture that is more responsive and entrepreneurial. Staff at all levels have been involved in putting forward ideas for new ways of working, income generation and business efficiencies. During 2015/18 the Trust will review pay and reward policies which were inherited from the local authority.

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In 2015/16 the Trust will be recruiting CMC posts to deliver the new MPM activity programme for the next three years. The new posts are focussed on learning and collections development, but there will also be a new Commercial Development post to support income generation opportunities.

Dependent on the announcement of the HLF funding in May 2015, it is proposed to create a number of posts to support the Cumbria's 20:20 Museum project. These 20:20 posts will include a project manager.

The Culture Change staff development programme will continue into 2015/16. At present two staff are working towards the Association of Accounting Technicians qualification and three towards becoming Associates of the Museum Association. A member of the CBDC team is working towards a degree at Manchester University on data recording. Two members of staff are receiving training on coaching. This is a collaborative coaching programme initiated through a partnership with the City Council, County Council and the University. Front of house staff are receiving training in customer services.

The Trust recognises the importance of good internal communications and is always seeking to improve. Staff briefings are held monthly and are an important means of team building and communication. An Intranet has now been set up and will assist with improving internal communications. Personal Development Plans and an Appraisal programme have been established for all staff.

5.2 Premises

5.2.2 Herbert Atkinson House and adjacent properties

The Trust has reached agreement with Carlisle City Council to occupy Herbert Atkinson House (HAH) which is adjacent to the main museum premises and critical to our plans for developing Tullie House. In last year's business plan we identified two projects to be incorporated into HAH:

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

These will be implemented in 2014/15. The natural history resource centre will integrate the natural history resources of Tullie House with those of the Cumbria Natural History Society and the Cumbria Biodiversity Centre (CBDC), making them more accessible to a wider audience. The gardens of Herbert Atkinson House will become an 'outdoor classroom' for educational workshops. The CMC team will be based in Herbert Atkinson House.

The Trust will lease the building from Carlisle City Council on a peppercorn basis aligned with the 30 year header lease that corresponds to the existing Tullie House buildings. While we await the drafting of the lease a temporary licence has been agreed allowing the Trust to occupy the premises.

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Financial provision of has been identified by the Trust for preparing the building ready for occupation, and £30k for the annual running cost.

The longer term plan, subject to planning consents is for a new purpose-built accessible collections resource centre connected to the existing museum, which would be built on the land around and adjacent to Herbert Atkinson House. This is part of the Cumbria's 20:20 Museum project. The Trust is considering acquiring a property adjacent to Herbert Atkinson House.

5.2.3 Shaddon Mill

The lease for Shaddon Mill, the main store for the museum's reserve archaeology and social history collections, ends in October 2016 and we are therefore currently working on an exit strategy. The initial phase of this strategy will be an audit on the reserve store contents to establish the exact requirements for both short term interim storage and our long-term aim to create an on-site integrated accessible resource in the grounds of Herbert Atkinson House.

5.2.4 The main Tullie House premises

5.2.4.1 Maintenance

As a result of the overall grant reduction from the City Council there will be a reduction in the budget for internal maintenance. This will inevitably impact on the standards of maintenance.

5.2.4.2 Art gallery

As referenced in last year's business plan the Panelock 400 display system, a series of moveable and flexible panels used in the Art Gallery for temporary displays, is now beyond its useable life and must be replaced. This implementation will take place in June 2015. The initial budget cost £55,000 has been amended to reflect certain bespoke additions and inflation costs to £67,000.

5.2.4.3 Learning spaces

School class sizes are getting bigger and the Activity Room is becoming unfit for purpose. The education corridor is damp and there is plasterwork 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 reinvest in the education facilities prior to the major redevelopment.

5.3 Income generation opportunities

There are a number of fundraising and income generating opportunities open to Tullie House. The following restricted and unrestricted funding sources will be focused on as key priorities for income generation during the 2015/18 business plan period.

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Fundraising

- Grants
- Corporate membership and sponsorship
- Individual membership
- Legacy giving
- Online donations
- Events

Income generation

- Admission charges
- Contract income
- Trading income
 - Catering
 - Retail

5.3.1 Grants

Confirmed grants and funding bids include:

ACE Major Partner Museum Funding was confirmed on the 1st July for the Cumbria Museums Consortium Project, the total grant awarded is £3.1m of which Tullie House directly benefits from £911. This grant award covers April 2015 – March 2018 and will fund a number of staff posts and activities during this period.

Heritage Lottery Fund has funded a partnership application between the Tullie House and OutREACH Cumbria for £47,000. Tullie House will benefit from developing collections, joint marketing and volunteering opportunities on this project.

DCMS/Wolfson an application has been submitted to DCMS/Wolfson to update the current Vikings exhibition. The application is for £51,450 and if successful would relate to expenditure between April 2015 and March 2016.

Heritage Lottery Fund Stage 1 submission for the 20:20 Capital Programme is being prepared. The application is likely to be for approximately £1million and will cover the development phase of the 20:20 programme from April 2015 – December 2016.

Art Fund Treasure Plus an application for Carlisle's Top Ten Objects exhibition has been submitted at the end of October 2014 for £9750. If successful the grant would fund expenditure during 2015.

Big Lottery Fund applications will be developed in line with Big Lottery Fund's current priorities with particular emphasis on public engagement and learning as well as capital refurbishment grants.

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Grant-making trusts will also be approached during 2015/16 to provide the matched funding required on the 20:20 project.

5.3.2 Corporate membership and sponsorship

Tullie House is launching a Corporate Membership Programme in December 2014. There will be 3 membership rates: £500, £1000 and £2500 as the top rate. The corporate membership programme includes a range of benefits such as:

- Behind the scenes tours
- Business networking events
- Branding/marketing opportunities

All corporate members will have the opportunity to participate in additional corporate sponsorship opportunities such as:

- Exhibition and gallery sponsorship
- Learning and engagement sponsorship
- Collections conservation and acquisition

The launch of a corporate membership scheme is an important opportunity to engage new businesses with the work of the Trust. It will generate opportunities for unrestricted and restricted income.

5.3.3 Individual membership

Tullie House will also be launching an Individual Membership Scheme in December 2014. Membership benefits include:

- 12 months free entry to Tullie House Museum and Art Gallery including all exhibitions
- Invitations to exclusive members only lectures and exhibition previews
- 2 guest passes for friends to join you at members behind the scenes events
- Priority advance booking of lectures/curator talks
- Priority notification of the latest 'What's On' guide to events
- 10% discount on shop purchases

Membership prices are:

- Individual: £25 annually
- Individual concession (students/senior citizens/armed forces/unwaged): £20 annually
- Joint (any two adults): £40 annually

Business Plan 2015/16 to 2017/18

Children under 18 will continue to have free access to Tullie House, therefore no family membership rate is required. The cost of running the Tullie Card scheme continues to increase and needs to be assessed in light of the £250,000 cut in grant income from Carlisle City Council. The Trust wishes to review the Tullie Card in consultation with the City Council.

5.3.4 Legacy giving

Legacy giving will be promoted throughout the business plan period. Legacy giving promotional material will be produced commencing with a new legacy leaflet and updated website information informing potential donors how to leave a legacy to Tullie House. Legacy giving is a long term funding strategy for Tullie House.

5.3.5 Online donations

Lower level donations will also be encouraged via cash donation boxes within the museum and online donations. Tullie House will be listed on Just Giving and a range of projects promoted to the general public via the Just Giving website and Tullie House's own website. Online donations are an ideal way of supporting some of the smaller projects across all museum departments which require £500 - £5000 income.

5.3.6 Events

Fundraising events will also be investigated as a potential new income source e.g. fundraising dinners, coffee mornings etc. Community fundraising will take place with local charities and community organisations; however it is not regarded as a priority income source during the business plan period.

5.3.7 Admission charges

To align our admissions charges with other regional museums and visitor attractions admission prices from mid January 2015 for a day visit will be:

- Adult: £7 general museum admission + £3 exhibition charge = £10 if paid for separately or £9 reduced price for full access if purchased at the same time
- Concession: £5 general admission + £3 exhibition charge = £8 price if paid for separately or £7 if purchased at the same time
- Children are free.

This price point is comparable with other local and regional museums and will also help promote the new individual membership scheme. Admission income will be closely monitored during the business plan period and further price increases may be required. In addition promotional discounts such as 2 for 1 offers or 25% off will be used during low visitor number periods to maintain visitor income and footfall throughout these periods.

5.3.8 Contract income

The Head of Fundraising is working closely with the Programming and Curatorial Teams to identify new income generating opportunities via contract delivery, research, training, archive and cataloguing fees and image licences. This would be a new income source for Tullie House and could lead to further partnership opportunities with central government departments, the private sector, universities and research organisations.

5.3.9 Trading income

Commercial trading income currently represents around 14% of the Trust's total income of £1.4m and we remain focused on growing this income as an important way of increasing the Trust's generated funds. As part of this income strategy we will be recruiting for a new Commercial Development position in Q1 2015/16, funded by CMC. This role will be collections oriented with a commercial focus, working across all departments identifying and developing opportunities to generate trading revenue for Tullie. There is a need for greater exploitation of the potential that our significant assets present to ensure the long term sustainability of the Trust.

5.3.9.1 Catering

The catering at Tullie House is contracted out to a third party company (Elior) whose three year contract expires 31st March 2016. Under this agreement the Trust will receive a minimum of £64,234 in 2015/16.

Increased competition and changing trends means the markets for special events and corporate functions remains tough. We are currently reviewing our strategies in both these areas and continue to work hard to provide a high quality flexible offering with innovative marketing to attract bookings.

5.3.9.2 Retail

Shop retail income has experienced little growth over the last 3 years and has marginally underperformed in the first half of 2014/15. During Q3 2014/15 the Tullie House shop has been redeveloped to create a more exciting and enticing retail space. In conjunction with this the shop stock has been reviewed resulting in a number of new lines being introduced increasing relevance to the collections and allowing for higher margin products unique to Tullie House. Implementing these changes should drive sales revenue higher ensuring we attain budget this year and grow revenue in the coming years. This is reflected in shop budgets with a 15% uplift anticipated. We are continuing to explore synergies with our CMC partner museums for product offerings.

Business Plan 2015/16 to 2017/18**6 BUDGET COMMENTARY**

There are several challenges facing Tullie House that impact directly on the budget setting process for this three year period, including the Carlisle City Council's grant reduction.

We have appointed a Head of Fundraising during 2014. It is unrealistic, however, to forecast that we will be able to attract unrestricted external funding that we can match against core expenditure, as donors are usually willing to donate only to specific projects paid for from restricted funds. In addition to our central costs we will always need to provide a certain level of core funding to the exhibitions programme, in order to match any funding we may be offered. Grants and funding for new areas of work, such as improvements to our current collections or new learning programmes will be focused on those programmes and matched by expenditure therein. We must focus on our unrestricted sources of funding - namely admissions income, the membership scheme and, crucially, commercial income generated by our Trading Company - to supplement our funding from Carlisle City Council to cover our core salary and administrative costs.

6.1 Income**Core funding**

The core funding from Carlisle City Council will reduce by £250,000 from 2015/16. There are indications that there may be further reductions in our grant, which would impact from year 2 of this business plan (2016/17). We appreciate the intense pressure that CCC is facing in its own budgets; however a further reduction in the grant would begin to have a negative effect on Cumbria's 20:20 Museum project and the Trust's bid for HLF funding.

Currently the core funding from CCC is scheduled to be as follows (before any CPI and salary inflation adjustments on specific items):

Year 1	Year 2	Year 3
2015/16	2016/17	2017/18
£982,000	£982,000	£982,000

If there is a further reduction in the grant from the City Council for years 2 and 3, our plans will need to change radically. The current levels of operation will be unsustainable and future growth to develop our income generation will also be severely affected.

Business Plan 2015/16 to 2017/18

Restricted income

Grants

In last year's Business Plan, following on from the planned appointment of a Fundraising Officer in 2014, we forecast an increase in fundraising income as follows:

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

These figures were included in the budget which did not distinguish between restricted and unrestricted income. In this year's budget some of this has been included as fundraising under the appropriate income streams under the "Core business income" heading in Appendix C. However, in the "Restricted income" section at Appendix C we have only included in the proposed budget in this Business Plan the funding that we have already identified against specific events or programmes. This is in recognition of the fact, as discussed above, that we are unlikely to attract any such funds to cover our core costs, and so such amounts should be identified separately. Inevitably this means that there is a limited amount of this increase in funding that can be set against out core expenditure.

Grant Body	Programme	Amount (£k)	Status
ACE (MPM)	3-year ACE approved Programme: Tullie House Element Consortium Element	911 490	Approved
DCMS/Wolfson	15/16 Update of current Viking exhibition	51.5	Submitted
Art Fund Treasure Plus	Carlisle Top 10 Objects exhibition	9.75	Submitted

The grant awarded to CMC by the Arts Council's MPM fund is £3.1m of which Tullie House directly benefits from £911k. This grant for the period of April 2015 to March 2018 will fund a number of staff posts and activities (see 3.2.4). This is unrestricted funding from the Arts Council, although the Trust Board has decided to treat it as restricted, as it is dependent on a programme of work as submitted in the original bid and Cumbria Museums Consortium's Activity Plan.

In addition to the Tullie House element there is a Cross Museum Consortium work strand, which is managed by Tullie House as the lead member of the Consortium. This amounts to £490k over the 3 years. As we directly manage this element it is included in the budget figures, giving a total grant income of £1.4 million over the 3 year period.

We have submitted grant applications to DCMS/Wolfson and Art Fund Treasure Plus. The G4A grants, which the Museum has relied on heavily in the past, focus on contemporary art. We are now trying to broaden the appeal of our exhibitions to a wider group of audiences. Therefore G4A grants

Business Plan 2015/16 to 2017/18

are less likely in the future to be a regular source of funding and we have therefore not taken them into consideration when compiling the budget.

However the DCMS/Wolfson and Art Fund Treasure Plus bids have been included in the proposed budget at Appendix C, under the Restricted Income section, together with the ACE (MPM) funding.

The Head of Fundraising will be working with the Programming Manager (Exhibitions) to identify new areas of funding and ensure that these figures are realistic before the budget is finalised.

6.2 Unrestricted income

Membership scheme

Targets for the Membership Scheme are:

(Number of members)	Individual Membership	Corporate Membership
Year 1 (2015/16)	350	8
Year 2 (2016/17)	500	10
Year 3 (2017/18)	600	12

Within these two types of membership, there are different levels (e.g. concessions, couples or individuals). With a lack of any historical data to identify trends, we have had to make broad assumptions about the level of income that will be generated.

Admissions

A new pricing structure is being introduced from early 2015. There will no longer be an annual re-admittance policy, and there will be a separate charge to view the temporary exhibitions only. These factors, and the introduction of a new membership scheme, lead to uncertainty in forecasting levels of basic admissions income. An ambitious target of £300k p.a. for admissions income has been set with an aim of achieving this within five years. The target for 2014/15 was £63k. We are setting increasing targets over the three-year period covered by the plan: £150k in year 1, with £200k and £250 in the years 2 and 3 respectively. If we do not achieve this high level of admissions income, the Museum will struggle to cover its core costs, given the reduction in City Council funding. The Trust intends to review the Tullie Card scheme in consultation with the City Council.

Expenditure

The focus has been, in the run up to producing this plan, on identifying areas to make the savings necessary due to the cut in funding by CCC. Initial efforts have been to reduce non-salary costs.

Central services

The Trust is currently in the process of tendering the IT, payroll and HR components of the central services currently provided by the City Council. Payroll services tendering has been completed and

Business Plan 2015/16 to 2017/18

will be implemented by the end of Q3 2014/15 and HR and IT will be implemented during early 2015/16. We are currently awaiting IT strategy proposals from CCC, before we can move forward on this. The central services building maintenance provisions currently represent good value for the Trust and will not be tendered until 2015/16.

The previous plan showed an assumption of a gross saving of £20k p.a. from 2015/16.

Under the terms of our agreement with the Council the savings are split equally between the Trust and the Council, which reduces the net saving to the Trust by 50%. Therefore the budget assumes a cost saving of £10k p.a. from 2015/16. We would like to explore with the Council whether the Council's share of this saving could be applied to reducing the cut in its grant by £10k, to £240k. There are unlikely to be savings in 2014/15 from the payroll contract, as whilst on paper there is a saving, part of the current payroll costs include an element of HR – mainly in the recruitment role – that we would continue to utilise. In 2015/16 we plan to realise savings from the HR and Health & Safety contracts of approximately £6k. At present we are not able to quantify any savings were we to source our IT support externally.

Revenue budget cuts

Staff throughout the organisation have been working to identify areas where costs might be reduced. Savings of £4k have been made by improved procurement and by different ways of negotiating contracts. The following budget reductions have been identified:

- A reduction of £15k has been identified in the Marketing budget. This will reduce the budget from £63k to £48k. We continue to recognise that effective marketing is key to successfully increasing our income streams, but the Marketing Manager will need to refocus the marketing resource.
- The Equipment Purchase and Maintenance budgets are to be reduced by £10k. Achieving this saving will be challenging, as we have recently taken responsibility for the maintenance of Herbert Atkinson House and its associated running costs.

In last year's business plan there were £50k savings included in the budget relating to the use of technology to generate cost savings. Work on this has been deferred until we have clarity on the funding of the 20:20 project, on the basis that it would be premature to introduce new technologies that may not be forward-compatible. We have therefore excluded technology savings from this Business Plan, which has contributed significantly to the increased deficit in the proposed budget.

Salaries

Inevitably we have had to address all budgets to find the necessary level of saving. Any staff savings will be a last resort. We are looking at all feasible ways of increasing efficiencies and reducing costs including staff costs.

Business Plan 2015/16 to 2017/18

LIST OF APPENDICES

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

Appendix B- Exhibitions and Events Programme

Appendix C - Tullie House Museum and Art Gallery Trust - Proposed budget 2015/16 to 2017/18

Appendix D– Unrestricted Reserves, capital expenditure and cash

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Business Plan 2015/16 to 2017/18

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

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

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

6. CONTENT OF BUSINESS PLANS

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

Business Plan 2015/16 to 2017/18

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

Carlisle City Council Performance Monitoring

Customer

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

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

Finance and Economic Benefits

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

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

Organisational development

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

Risk register to be reported by major exception.

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Appendix B-Exhibition and Events Programme

Temporary Exhibitions		
28 June – 12 Oct 2014	Worn to Be Wild	<p>A touring exhibition of 17 theatrical costumes, with headdresses and accessories, designed and created by Kate Plumtree, costume maker and textile artist. The collection is inspired by British wild birds and mammals, combined with the evolution of period dress from medieval to the present, each costume representing an individual species and a specific era of fashion.</p> <p>Taxidermy from Tullie House's Natural Science collection is displayed alongside the costume and a curators cut produced to provide further information on the animals and their natural habitat.</p>
2014-2015	THE Shed (Ideas Incubator)	<p>2014 will see the launch of THE Shed, an exciting new ideas incubator which will be a flexible space within the Special Exhibitions Gallery. With an audience led approach, ideas will be piloted for engagement to support the Cumbria 20:20 Museum interpretation strategy.</p>
4 October 2014 - 11 January 2015	War Games	<p>A touring exhibition from the V&A Museum of Childhood. The exhibition explores the relationship which exists between war and conflict and children's toys and play.</p> <p>Using objects from the prestigious V&A Museum of Childhood collection, together with loans from other major national and international institutions, this exhibition will illustrate the diverse ways that play and toys recreate and represent warfare. The dramatic, but lesser-known, impact and influences that war has had on children's play will be revealed, as will the vital role that Britain's toy manufacturers played in the war effort. The exhibition will also delve into the 'secret history' of toys used as tools of war and espionage.</p> <p>This thought-provoking exhibition will feature toy soldiers and action figures; toy weapons and 'anti-war' toys; board and computer games; archive documents; and a broad range of powerful visual material, including photographs, packaging and advertising material.</p>

Temporary Exhibitions		
7 Feb - 7 June 2015	Artists Rooms: Anselm Kiefer	<p>ARTIST ROOMS was donated jointly to National Galleries of Scotland (NGS) and Tate by Anthony d'Offay in 2008 and acquired with support from the National Heritage Memorial Fund, the Art Fund and Scottish and British Governments. In founding the collection, Anthony d'Offay's vision for ARTIST ROOMS was that great modern and contemporary art would be available to audiences nationwide, especially young people who are central to the ongoing programme. Tullie House will be showing the work of Anselm Kiefer. A key figure in European post-war culture, Anselm Kiefer's art derives from his great awareness of history, theology, mythology, literature and philosophy, and his exploration of a range of materials such as lead, concrete, straw, clay, flowers and seeds.</p>
June – October 2015	A History of Carlisle in 10 Objects (Working title)	<p>An exploration of Carlisle's history through ten iconic objects. Each object will be displayed within its own mini exhibition, highlighting an important period in the development of the city. The majority of objects on display will be from the TH collections, with some further items on loan.</p> <p>An 11th object will represent the 'here and now', chosen by our audience.</p> <p>Interactive learning resources will feature throughout the displays.</p>
October – February 2016	Paul Leith: Illustrator & Artist, a retrospective (Working title) (TBC)	<p>Carlisle based artist & illustrator Paul Leith has enjoyed commercial success since the 1970s with illustrations produced in a variety of medium for companies such as Mercedes, Rolling Stone Magazine, Royal Mail, Whittard, Vogue.</p> <p>Through the retrospective of Paul's work, the exhibition will look at the changing techniques, styles and processes involved in producing such work for industry.</p> <p>Today Paul's work can be seen around the city taking the form of large collages celebrating life in Carlisle today.</p> <p>As part of the exhibition, Paul will create a mural throughout the duration of the show, encouraging visitor participation. Paul is also keen to produce new imagery for merchandise based on items in the collections.</p>

Temporary Exhibitions		
February - June 2016	Currently available	<p>Opportunities are currently being explored for an exhibition on the themes of science, technology and/or design, with strong links to the STEM (Science, Technology, Engineering and Maths) curriculum. Consulting with Science Museum, London, Design Museum, London & Germany.</p>
Feb – May 2016 or Autumn 2017 - 18	<p>Roman Parade Armour (dispersed Hadrian's Wall exhibition)</p> <p>(TBC)</p>	<p>The sites and museums across Hadrian's Wall provide an impressive range of evidence about the cavalry regiments, their equipment, barracks, distribution etc. A dispersed exhibition would allow each participating site or museum to contribute part of the story of Roman cavalry according to the information/evidence/site/facilities/opportunity available to them. The partner museums can participate simultaneously, creating a Wall-wide exhibition with visitors encouraged to visit all the participating sites. Those locations with space available might put on a significant temporary exhibition focusing on particular themes or elements. Others might simply 'point' visitors to key objects within their displays/collections that illustrate the exhibition themes.</p> <p>Where key information is missing and /or to enhance the overall impact of the exhibition and to encourage visiting, loans might be sought. For instance each participating location might display a Roman Cavalry helmet. This would provide a major promotional hook, give a clear link between all those participating and encourage visitors to visit all the participating museums to see all the different helmets.</p>

Temporary Exhibitions		
June – Oct 2016	A Viking's Guide to Deadly Dragons with Cressida Cowell	<p>A touring exhibition from Seven Stories, the National Centre for Children's Books. The exhibition is based on Cressida Cowell's hugely popular <i>How To Train Your Dragon</i> series of books. The exhibition, aimed at children, will transport visitors back in time to a fictional Dark Ages period, to a world where Vikings ruled and dragons roamed. The exhibition will allow visitors to explore the wild dragon cliffs, sail on a Viking boat, and share epic yarns in a Great Hall. Visitors will also see how Cressida's series has been made into the popular <i>How To Train Your Dragon</i> DreamWorks film animation.</p> <p>The Silverdale Viking Hoard is being sought as a spotlight loan from Lancashire Museums Service to add further academic interest to this exhibition.</p>
Oct 2016 – Jan 2017	Munitions, Mayhem and Mobilisation - Carlisle and The Great War 1914-1918. Oct 2016 – Jan 2017 (TBC)	<p>This Tullie House exhibition will examine war industry, State Management, city war hospitals, the Quintinshill rail disaster, the role of women, propaganda, changing morality, the impact of the U-Boat, pacifism, and remembrance.</p>
Feb - June 2017	TBC	<p>Currently available</p> <p>Potential for further working with Artist Rooms or Fashion & Textile Museum, London.</p>
June – Sept 2017	Watch With Us (title To Be Confirmed): British Children's Film And Television From 1950 To Today	<p>Children's Film and Television is a celebration and exploration of British children's television and films from the 1950s to the present day. Each section of the exhibition is object rich, ranging from on screen production items and props, through to scripts and other material relating to the making of films and programmes. It also includes the huge number of spin-off toys, games and books that have been produced alongside films and programmes. The interpretation gives an overview of the main developments and the iconic productions of each decade.</p>

Temporary Exhibitions		
Oct 2017 – Jan 2018	Percy Kelly (TBC)	The proposed exhibition will be a major retrospective of the work of Percy Kelly (1918-1993). Born in Workington, Percy Kelly is one of Cumbria's foremost 20 th century artists. The exhibition will cover Kelly's entire artistic career with several works not previously exhibited. It will include works in a variety of media including paintings, drawings, watercolours and prints featuring Cumbria and further afield.
Further proposed exhibitions		
Summer 2017	China (Awaiting confirmation)	Possible collaborative exhibition with the Xuzhou Museum in China. A commitment had been made to progress an exchange in collection items.
May to September 2018	A Day in the Life of the River Eden (On-going) (Eden Rivers Trust)	This exhibition will be the culmination of the five year, HLF funded Cherish Eden Project, delivered in partnership with the Eden Rivers Trust . The exhibition will use mixed media to increase awareness and understanding of the river, and river related (natural, built and cultural) heritage of the catchment through providing a cultural experience that animates and interprets the heritage for new audiences. The key message of the exhibition will be 'that people (you and me) have impacted on this river and negatively affected its health . . . but before you shrug your shoulders and give up, many good things are happening (like this project) to restore the river to the health that it deserves'. The exhibition will contain natural history specimens, archaeology materials, social history artefacts and artworks from the Tullie House collection together with artwork, documentaries and oral history interviews created during the duration of the project.

Business Plan 2015/16 to 2017/18

Appendix C - Tullie House Museum and Art Gallery Trust - Proposed budget 2015/16 to 2017/18

£k, in constant 2013/14 prices		Baseline Year	Draft Budget		
		2013/14	Year 1 15/16	Year 2 16/17	Year 3 17/18
		Budget £k	£k	£k	£k
Income	Unrestricted Income	1,848	1,574	1,673	1,773
	Carlisle City Council (CCC) grant	1,232	982	982	982
	CCC central services	102	25	20	22
	CCC uplift for external services	0	75	75	75
	Core business income	514	417	509	592
	Programme generated income	included in core business income	31	35	37
	Exhibition generated income		44	52	65
	Restricted Income	582	553	498	483
	Arts Council England (ACE) CMC grant	582	471	470	460
	Exhibitions grants	included in core business income	30	28	23
	Other grants		52		
	Ringfenced Income	93	95	97	101
	Cumbria Biodiversity Data Centre (CBDC)	93	95	97	101
	Total income	2,523	2,222	2,268	2,357
Expenditure	Unrestricted Expenditure	1,933	1,707	1,706	1,727
	Salaries	941	880	880	880
	Utilities	162	183	183	187
	CCC central services	102	25	20	22
	External services	0	64	64	64
	Development plan costs	80	0	0	0
	Other core expenditure	648	482	477	479
	Programmes revenue expenditure	included in other core expenditure	8	10	10
	Exhibitions revenue expenditure		65	72	85

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Restricted Expenditure	582	553	498	483
ACE CMC Salaries	293	198	218	209
ACE CMC revenue expenditure	289	273	252	251
Exhibition grant related	included in other core expenditure	30	28	23
Other grant related expenditure		52		
Ringfenced Expenditure	69	95	96	97
CBDC salaries	62	88	89	90
CBDC revenue expenditure	7	7	7	7
Total Expenditure	2,584	2,355	2,300	2,307
Total Unrestricted Surplus/(Deficit)	-61	-133	-32	50

Tullie House Museum & Art Gallery Trust

Business Plan 2015/16 to 2017/18

Appendix D– Unrestricted Reserves, capital expenditure and cash

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

The Trust will be carrying forward the following reserves at 31st March 2015 (latest forecast):

Restricted Reserves	£58k
Designated Reserves	£305k
Unrestricted Reserves	£335k
Total	£698k

2. Effect of business plan projections on Unrestricted Reserves

Unrestricted Reserves – projected opening balance at April 2015	£335k
Year 1 deficit (2015/16)	(£133k)
Year 2 deficit (2016/17)	(£32k)
Year 3 surplus (2017/18)	£50k
Unrestricted Reserves – projected closing balance at March 2018	£220k

It is Trust Policy to maintain £300k in unrestricted or general reserves. In order to maintain this position, £130k of funds that have previously been designated for future acquisitions (£225k) will need to be undesignated in year 2 to maintain this level.

3. Major capital expenditure

The Board of Tullie House is currently in negotiation with a view to acquiring an adjacent building in Abbey Street. At this stage no price has been agreed. Funding options are currently being considered.

The Panelock system used to adapt the Art Gallery and provide a flexible Exhibitions space will be renewed in year 1. This will cost £67k, including disposal of the old system.

The Trust's IT hardware and software needs to be completely renewed. Our ageing hardware cannot support any upgrades to our systems, and the operating system is no longer supported. Estimated cost - £50k.

4. Cash Position

At 30th September 2014 the Trust had a consolidated cash balance of £1.05m which was invested in a series of interest-bearing cash accounts. The Arts Council MPM payment is paid monthly in advance and the CCC fees are paid monthly, two months in advance, which explains the size of this balance.

Business Plan 2015/16 to 2017/18

Taking into account the proposed capital expenditure, the Trust expects to maintain a strong positive cash position over the 3-year plan, although the balance will reduce over this period.

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Report to Community Overview and Scrutiny Panel

Agenda
Item:
A.4

Meeting Date: 25 November 2014
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework YES
Public / Private Public

Title: SECOND QUARTER PERFORMANCE REPORT 2014/15
Report of: Policy and Communications Manager
Report Number: PC 18/14

Purpose / Summary:

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

Details of each service standard are in the table 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:	15 December 2014
Overview and Scrutiny:	Community – 25 November 2014 Economy and Environment – 27 November 2014 Resources – 2 December 2014
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.

Due to the sample size being too small, and discussion at SMT on 11 November 2014, the service standards relating to customer satisfaction have been temporarily excluded from this report. A more appropriate methodology to measure on going customer satisfaction is now being developed. Once the survey response numbers are sufficient to give a high level of statistical confidence the results will be reported again.

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 at their meeting on 11 November 2014 and will be considered by the Overview and Scrutiny Panels on the following dates:

Community – 25 November 2014

Economy and Environment – 27 November 2014

Resources – 2 December 2014

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

Detail in the report

Contact Officer:	Steven O’Keeffe	Ext:	7258
	Gary Oliver		7430

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.

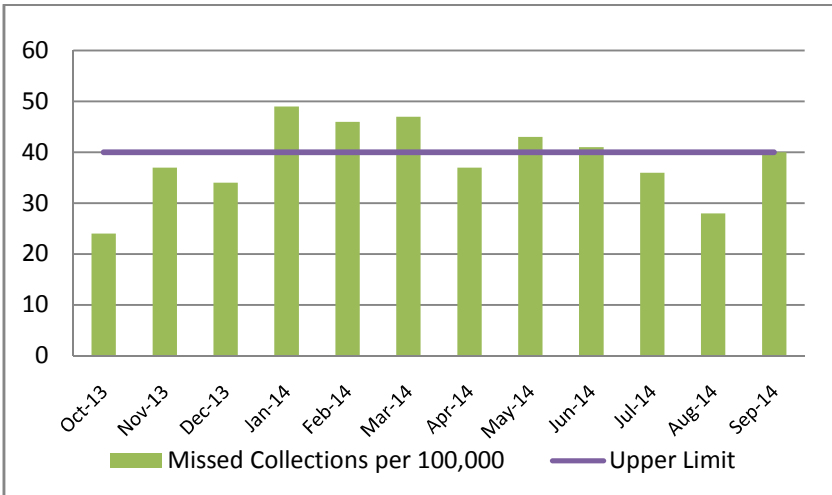
Local Environment – Responsible for managing high level projects and team level service standards on a day-to-day basis.

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

SECTION 1: 2014/15 Quarter 2 Service Standards
Service Standard: Percentage of Household Planning Applications
processed within eight weeks

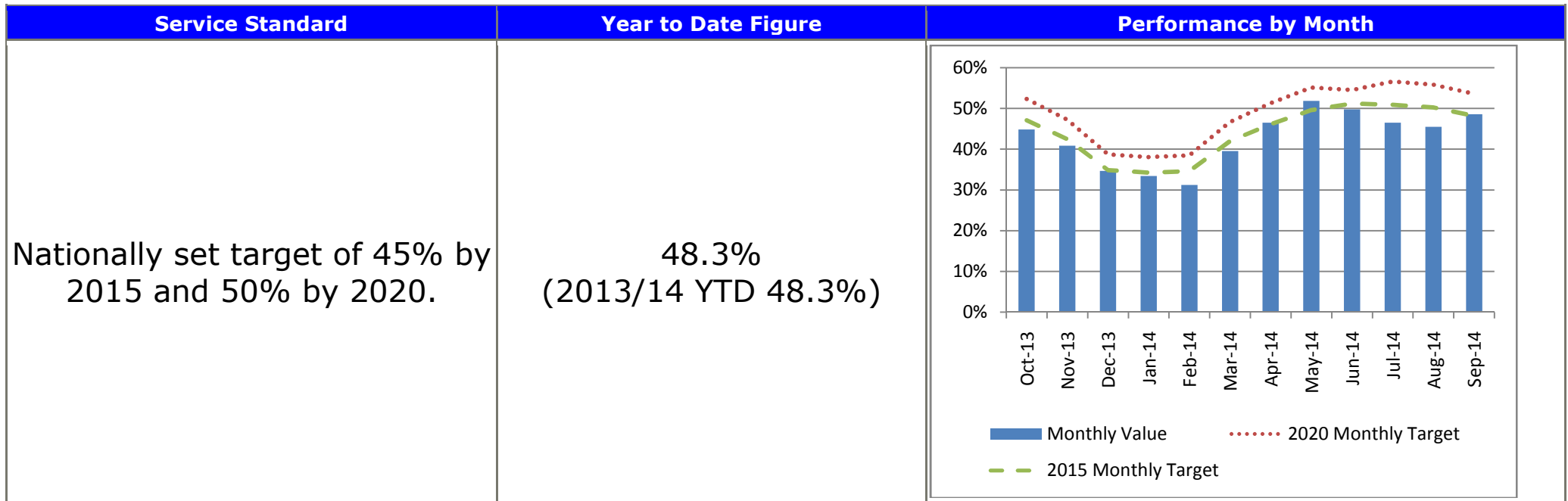
Service Standard	Year to Date Figure	Performance by Month																																							
<div>80%</div> <div>(Nationally set target)</div>	<div>90%</div> <div>(2013/14 88%)</div>	<div> <table border="1"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>Monthly Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Oct-13</td><td>93</td><td>80</td></tr> <tr><td>Nov-13</td><td>83</td><td>80</td></tr> <tr><td>Dec-13</td><td>91</td><td>80</td></tr> <tr><td>Jan-14</td><td>82</td><td>80</td></tr> <tr><td>Feb-14</td><td>67</td><td>80</td></tr> <tr><td>Mar-14</td><td>100</td><td>80</td></tr> <tr><td>Apr-14</td><td>100</td><td>80</td></tr> <tr><td>May-14</td><td>95</td><td>80</td></tr> <tr><td>Jun-14</td><td>70</td><td>80</td></tr> <tr><td>Jul-14</td><td>94</td><td>80</td></tr> <tr><td>Aug-14</td><td>94</td><td>80</td></tr> <tr><td>Sep-14</td><td>93</td><td>80</td></tr> </tbody> </table> </div>	Month	Monthly Performance (%)	Target (%)	Oct-13	93	80	Nov-13	83	80	Dec-13	91	80	Jan-14	82	80	Feb-14	67	80	Mar-14	100	80	Apr-14	100	80	May-14	95	80	Jun-14	70	80	Jul-14	94	80	Aug-14	94	80	Sep-14	93	80
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Service Standard: Number of missed waste or recycling collections

Service Standard	Year to Date Figure	Performance by Month																										
40 missed collections per 100,000 (Industry standard)	Average of 38 missed per 100,000 collections per month (2013/14 36)	 <table><tr><th>Month</th><th>Missed Collections per 100,000</th></tr><tr><td>Oct-13</td><td>24</td></tr><tr><td>Nov-13</td><td>37</td></tr><tr><td>Dec-13</td><td>34</td></tr><tr><td>Jan-14</td><td>49</td></tr><tr><td>Feb-14</td><td>46</td></tr><tr><td>Mar-14</td><td>47</td></tr><tr><td>Apr-14</td><td>37</td></tr><tr><td>May-14</td><td>43</td></tr><tr><td>Jun-14</td><td>41</td></tr><tr><td>Jul-14</td><td>36</td></tr><tr><td>Aug-14</td><td>28</td></tr><tr><td>Sep-14</td><td>40</td></tr></table>	Month	Missed Collections per 100,000	Oct-13	24	Nov-13	37	Dec-13	34	Jan-14	49	Feb-14	46	Mar-14	47	Apr-14	37	May-14	43	Jun-14	41	Jul-14	36	Aug-14	28	Sep-14	40
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This service standard was previously measured as a percentage of all collections made whereas the industry standard is measured per 100,000 collections. To allow an easier comparison to be made with the industry standard and for benchmarking purposes the standard is now measured in the same format as the target.

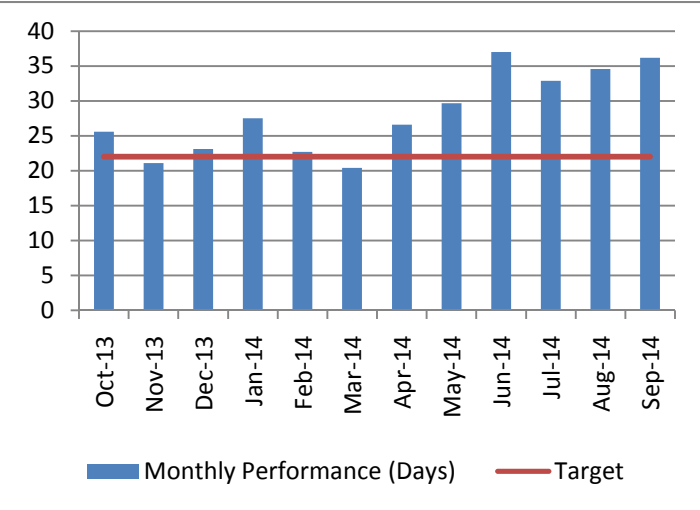
Service Standard: Percentage of household waste sent for recycling



The graph above shows what the monthly target would be in order to achieve the national 2015 target of 45% and the 2020 target of 50%.

The 48.3% recycling rate for Quarters 1 and 2, 2014/15 is the same (to one decimal place) as the same period in 2013/14.

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	32.7 days (2013/14 – 21.6 days)	 <table><caption>Monthly Performance Data (Days)</caption><thead><tr><th>Month</th><th>Monthly Performance (Days)</th></tr></thead><tbody><tr><td>Oct-13</td><td>25</td></tr><tr><td>Nov-13</td><td>21</td></tr><tr><td>Dec-13</td><td>23</td></tr><tr><td>Jan-14</td><td>27</td></tr><tr><td>Feb-14</td><td>22</td></tr><tr><td>Mar-14</td><td>20</td></tr><tr><td>Apr-14</td><td>26</td></tr><tr><td>May-14</td><td>29</td></tr><tr><td>Jun-14</td><td>37</td></tr><tr><td>Jul-14</td><td>33</td></tr><tr><td>Aug-14</td><td>34</td></tr><tr><td>Sep-14</td><td>36</td></tr></tbody></table>	Month	Monthly Performance (Days)	Oct-13	25	Nov-13	21	Dec-13	23	Jan-14	27	Feb-14	22	Mar-14	20	Apr-14	26	May-14	29	Jun-14	37	Jul-14	33	Aug-14	34	Sep-14	36
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The dip in performance is likely to continue for the next few months and is down to a number of factors.

The shared service is currently experiencing an unprecedented level of sickness and vacancies. Overtime is being worked and Capita agency staff used. During this period, whilst such measures are helping, the backlog of assessment work is a cause of concern.

A fundamental review of the Revenues and Benefits shared service is currently being progressed with the desired outcomes of improving productivity, significant budget savings and improved customer service provision to residents (particularly in Allerdale/Copeland). Such major reviews always lead to short term dips in performance but long term productivity gains and required budget savings (to meet MTPF targets). An improved service to residents and improved shared service arrangements will result over the longer term.

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 emerging Carlisle Local Plan sets out a planning framework for guiding the location and level of development in the District up to 2030, as well as a number of principles that will shape the way that Carlisle will develop between now and then.

The Plan targets the delivery of approximately 9,000 new homes across the 2015-2030 period, and identifies the land available to accommodate this growth. This target represents the most ambitious level of housing growth pursued within Carlisle to date, in response to evidenced demographic and economic needs. The Plan also requires the delivery of a mix of dwelling types and tenures including affordable homes. From a housing perspective the Local Plan will therefore be amongst the most influential strategies at play across the next fifteen years.

Following the close of the most recent consultation exercise, efforts are now being focussed on further refining the Local Plan towards a 'publication draft' which will be subject to public consultation in January 2015.

In October the City Centre Development Framework was drafted and the Strategic Housing Land Availability Assessment was refreshed. The Housing Needs and Demand Study was signed off and a £15K contribution to the transport infrastructure was secured from the County Council.

The Local Plan Members Working Group met in September to consider revised vision, strategic objectives, strategic policies and proposed housing allocations.

Promoting Carlisle including Prospectus for Carlisle

The Carlisle Prospectus is now in print along with folders designed to hold the branded suite of literature to promote Carlisle.

Tenders have taken place for the Signage Strategy and Design Suite and the appointment of the successful contactor is imminent.

Employment sites - Durranshill

A topographical survey was completed in October and a commission for a soft landscaping design has been placed.

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

Three contractors tendered for the work – they are currently being considered.

Property Services are continuing to assist the Tourist Information Manager on sourcing of temporary alternative accommodation for the six month period of the site works between January and July 2015. As a fall back position it has been agreed that the TIC could be relocated to the ground floor foyer of the Civic Centre.

Public Realm

A manufacturer has been selected to deliver the signage suite. The contract will be issued shortly.

Arts Centre

Amendments to the building work were reviewed and approved at the Arts Centre Board in August and planning variation permission was granted in September.

Construction works commenced on 4 October 2014 with an anticipated completion date of May 2015.

Harraby Campus Development

Construction has started on the development. The City Council have paid the initial instalment (£600K) of their contribution.

A series of meetings are scheduled between County, City and Community Association representatives to discuss any outstanding issues and finalise leasing arrangements.

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.

Home Improvement Agency (HIA)

Homelife Carlisle was highly commended at the National HIA Awards presented at the House of Lords on 10 June. This is in the Integration Champion category for the work they are doing with Social Care and the Clinical Commissioning. 62 volunteers have now been recruited to the Community Neighbour Programme; of which 47 are actively working with older people in the urban and rural wards. We have recently launched our membership scheme for handy persons, gardening and cleaning service – and have 30 people signed up. Homelife have been awarded £3,000 from Foundations independent living trust for gas safety grants and free boiler servicing for eligible homeowners in the District. We are a key partner in the emerging Cumbrian hoarding partnership.

Homelessness Strategy

The information gained from consultation with key stakeholders along with local research findings has been utilised to form the basis of the draft local strategy. The draft strategy will be completed and agreed by key partners by the end of November; with the strategy and action plan agreed internally by March 2015 for implementation in April 2015.

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.

The City Council is supporting the Knowledge Transfer Project which will help maximise the potential of 'e'-commerce by supporting local retailers (SMEs) and especially independents to make use of the internet to promote and grow their business. This two year project will support businesses to develop specific products together with experts from the University of Cumbria with the aim of maximising the use of the new City Centre WiFi, using apps, for example, to support the local economy.

The appointment of the KTP Associate took place in January 2014. A background report, including social economic analysis, has been produced, the findings of which will influence the development of the on-line web portal for city centre businesses which is scheduled for launch in winter 2014/15.

The City Council also continues to lead by example as one of Carlisle's large employers by investing in the development of its staff. This includes working with the University of Cumbria, Carlisle College and local training providers to deliver a wide range of technical and professional learning and development opportunities to staff. The City Council works closely with the National Apprenticeship Service and local training providers on its apprenticeship programme and has taken on a further three apprentices through the Apprenticeship Growth Bid approved as part of the 2014-15 budget.

The City Council also continues to pay the 'living wage' to its lowest paid employees. This is the increased rate as recommended in 2014/15. A survey of councils where the living wage has been implemented showed that it has provided an important new stimulus to the local economy as well as being of huge benefit to the lowest paid members of staff.

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.

Rethinking Waste Project

A draft specification document for the green box tender was advertised in October. A public consultation is being implemented. Various policies for waste and recycling have been brought together into one waste policy framework document to assist communication and consistency of message. The timing of various initiatives has been agreed with the Executive inputting into the need to find savings within the service. Work packages have been set up and assigned to officers. The business case is currently being prepared for Executive in January.

Gull Sack Project

The Love Where You Live campaign identified that the source of litter on the streets was partly attributed to refuse sacks being attacked by seagulls. The gull sack project was rolled out across Carlisle over six months from autumn 2013. When used correctly this has reduced the levels of litter caused by the waste collections. Problems have arisen when residents put loose waste into the gull sacks or don't use them. The technical team continued with a 2014 summer campaign supporting households to ensure that gull sacks are used correctly. The number of properties not using gull sacks has now dramatically reduced. Some smaller gull sacks have been ordered for less able bodied residents.

Litter Bin Project

An audit of litter bins has been carried out and the data has been collated including the trial use of the 'Big Belly' bins. A Task and Finish group has been set up with Members and will support the project. The review will look at the litter bin design and determine their optimum location.

Recycling Bring Site Project

A review was completed in March 2014 and the service was brought back 'in-house' in April 2014. An internal project team has been set up and the scope and design of future

domestic refuse and recyclables collection services are being developed. Collections rounds are being assessed to ensure maximum tonnage and efficiencies.

Enforcement and Education

An Enforcement and Education Team Leader has now been appointed.

£11K will be allocated for a final push in the campaign before the end of the financial year.

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:

The Homes and Community Agency (HCA) Affordable Homes Programme 2011-15 saw two affordable schemes completed at Arnside Court and Borland Avenue – 21 properties in total. There are 58 further properties on site at Raffles over two schemes.

HCA Affordable Homes Programme 2015-18 has four successful bids for 79 affordable homes – three in Carlisle and one in Longtown.

Brampton Extra Care scheme (38 affordable properties) – the timetable has slipped slightly due to a delay in the land transfer, and is now due to start on site in January 2015.

Empty Homes:

The project is expected to be completed by December 2015, which is three months ahead of schedule.

It is expected to bring nine additional empty properties back into use with grant assistance. Over 200 cases have been registered and dealt with by the Empty Property Officer in 10 months. 48 other properties have returned to occupation by other means / interventions. Despite the scheme being closed to further grant awards, demand for the scheme continues at 8-10 queries per month without any need for publicity.

Gypsy and Traveller Transit site:

The scope and focus of the project is being reviewed in line with an evidenced reduction in unauthorised encampments in the District from 39 between 2010-2012 to four in 2013 and six to date in 2014; and an increase in pitch provision for Gypsy and Travellers from 30 in 2008 to 84 in 2013.

Members have provided a clear steer to senior managers about the direction of travel:

- Increase engagement with the Police: A letter has been sent to the Police and Crime Commissioner.
- Increase Countywide Engagement:
- A countywide practitioner group meeting has been arranged for 4 November in order to share information and best practice and review the Countywide protocol.

- Meetings held with Talkin Travellers, the County Council's Equality Learning Officer for Gypsy, Travellers and Roma and the Site Owner/ Manager of the adjacent private site at Low Harker Dene to discuss need for transit provision and share intelligence about Travellers and current provision.
- A review of processes for managing unauthorised encampments will take place.
- Costing options are being identified to prevent unauthorised encampments on City Council land.

The RAG rating has been downgraded to amber, to reflect the fact that the direction and the scope of the project have been agreed. The costs for preventing unauthorised encampments will require appropriate budget provision to be made.

Refocusing the project on preventative measures on Council land, engagement with the Police and the countywide practitioner group, as distinct from focusing on increased provision, assumes that the level of unauthorised encampments in the District will not significantly increase in the foreseeable future. There are two risk factors at present:

- a) If the leasee of Hadrian's Camp acquire the freehold or decide to close the transit site, there could be an increase in unauthorised encampments
- b) Enforcement action against unauthorised occupation at Washbeck, Scotby

YMCA Empty Home Project:

The reduction in the target (revised downwards to 10-12 by December 2015) reflects the general unpopularity of lease and repair in Carlisle and failure by the YMCA partner. McKnights building are to acquire City Council premises at London Road which would have enabled YMCA to award 12-15 grants.