

AGENDA

Executive

Monday, 25 October 2021 AT 16:00
In the Cathedral Room, Civic Centre, Carlisle, CA3 8QG

APOLOGIES FOR ABSENCE

To receive apologies for absence.

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.

DECLARATIONS OF INTEREST

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

MINUTES

5 - 14

To confirm the Minutes of the meeting of the Executive held on 27 September 2021.

(Copy Minutes herewith)

PART A

To be considered when the Public and Press are present

- A.1 REGULATORY REFORM (HOUSING ASSISTANCE) (ENGLAND AND WALES) ORDER 2002 - CHANGES TO EXISTING HOUSING ASSISTANCE POLICY** **15 - 36**
- (Key Decision KD.20/21)
- The Corporate Director of Governance and Regulatory Services to submit a report asking for the approval of a revision to the Housing Renewal Assistance Policy, to revise the discretionary housing assistance funding available through the Disabled Facilities Grant.
(Copy Report GD.70/21 herewith)
- A.2 ACCEPTANCE OF POTENTIAL OFFER FOR SUSTAINABLE WARMTH COMPETITION LOCAL AUTHORITY DELIVERY PHASE 3 (LAD3) AND HOME UPGRADE GRANTS (HUG1)** **37 - 144**
- (Key Decision KD.21/21)
- The Corporate Director of Governance and Regulatory Services to submit a report regarding the Sustainable Warmth Competition Local Authority Delivery (LAD) Phase 3 and Home Upgrade Grants (HUG) application and proposed delegated authority.
(Copy Report GD.73/21 herewith)
- A.3 ST CUTHBERT'S GARDEN VILLAGE – DEVELOPMENT CORPORATION BUSINESS CASE PROGRESS REPORT AND KEY NEXT STEPS** **145 - 156**
- (Key Decision KD.22/21)
- The Corporate Director of Economic Development to request approval for the work programme for advancing the Development Corporation business case and delegate authority to the Corporate Director of Economic Development to progress procurement.
(Copy Report ED.31/21 herewith)

A.4	<u>TULLIE HOUSE BUSINESS PLAN 2021–2030 (22/23 revision)</u>	157 - 300
	(Key Decision KD.24/21)	
	The Deputy Chief Executive to submit an update of the Tullie House Museum and Art Gallery Trust 2021/22 - 2030/31 for the 2022/23 financial year. (Copy Report CS.41/21 herewith)	
A.5	<u>NOTICE OF EXECUTIVE KEY DECISIONS</u>	301 - 312
	(Non Key Decision)	
	The Notice of Executive Key Decisions, published on 24 September 2021, is submitted for information.	
	The Corporate Director of Economic Development was scheduled to submit a report noting the proposals for the redevelopment of the Citadels and approve the land assembly activity required by the Council to enable the delivery of the scheme (Key Decision - KD.23/21). However, discussions with the University of Cumbria are still ongoing to finalise the approach to the delivery of the land assembly work stream for the the project, the matter has been deferred. (Copy Notice herewith)	
A.6	<u>SCHEDULE OF DECISIONS TAKEN BY OFFICERS</u>	313 - 316
	(Non Key Decision)	
	A Schedule of Decisions taken by Officers under delegated powers is attached for information. (Copy Decision Schedule herewith)	
	Background papers - as detailed within the Schedule	
A.7	<u>JOINT MANAGEMENT TEAM</u>	317 - 318
	(Non Key Decision)	
	The Minutes of the Joint Management Team held on 27 September 2021 are submitted for information. (Copy Minutes herewith)	

A.8 REGULATION OF INVESTIGATORY POWERS: UPDATE

**319 -
388**

The Corporate Director of Governance and Regulatory Services to submit an update on the Council's use of the surveillance powers open to it under the Regulation of Investigatory Powers Act 2000 (RIPA).
(Copy Report herewith)

Background Papers – <https://www.gov.uk/government/publications/covert-surveillance-and-covert-human-intelligence-sources-codes-of-practice>

PART B

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

-NIL-

Members of the Executive

Councillor J Mallinson (Leader's Portfolio)

Councillor G Ellis (Deputy Leader, and Finance, Governance and Resources Portfolio Holder)

Councillor N Christian (Environment and Transport Portfolio Holder)

Councillor S Higgs (Culture, Heritage and Leisure Portfolio Holder)

Councillor Mrs E Mallinson (Communities, Health and Wellbeing Portfolio Holder)

Councillor P Nedved (Economy, Enterprise and Housing Portfolio Holder)

Enquiries, requests for reports, background papers etc to:
committeeservices@carlisle.gov.uk

Notes to Members:

Decisions made at this meeting, if not subject to call-in, will normally become live on 4 November 2021.



Executive

Date: Monday, 27 September 2021

Time: 16:00

Venue: Council Chamber

Chair: Councillor John Mallinson

Present: Councillor Nigel Christian, Councillor Gareth Ellis, Councillor Mrs Elizabeth Mallinson, Councillor John Mallinson, Councillor Paul Nedved

Also Present: Deputy Chief Executive
Corporate Director of Governance and Regulatory Services
Corporate Director of Finance and Resources
Corporate Director of Economic Development

Councillor Mrs Finlayson, Vice Chair of the Health and Wellbeing Scrutiny Panel

EX.100/21 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of the Culture, Heritage and Leisure Portfolio Holder and the Town Clerk and Chief Executive.

EX.101/21 DECLARATIONS OF INTEREST

There were no declarations of interest submitted.

EX.102/21 PUBLIC AND PRESS

RESOLVED – That the Agenda be agreed as circulated.

EX.103/21 MINUTES OF PREVIOUS MEETINGS

RESOLVED - That the minutes of the Executive held on 2 August 2021 and 31 August 2021 were confirmed. The minutes were signed by the Chair.

EX.104/21 QUESTIONS BY MEMBERS OF THE PUBLIC

Pursuant to Procedure Rule 10.1, the Corporate Director of Governance and Regulatory Services to report the receipt of the following questions submitted on notice by a member of the public:

Victorian and Turkish Baths

Question 1.

“The Carlisle Plan was amended by the Executive at their meeting of 31 August 2021 to include the Turkish Baths. Under Delivering the Borderlands Inclusive Growth Deal, the Plan states that “works to the exterior of the building and the installation of new utilities systems” will be implemented. At a meeting of the Council on 27 April 2021, the Council Leader gave a statement in which he said that a budget had been identified within the Borderlands project to fund the exterior and interior work to the baths. Is the budget within the Borderlands project

conditional on the City Council making the site of the 1970s pool building available to the Borderlands project?"

The Leader responded to the question:

"The Station gateway project includes proposals to re-develop the area to the rear of the station to provide a new entrance, additional parking, drop off facilities and replacement bus services.

In order to accommodate the development, the City Council has made available the land currently occupied by the 1970s pools. However, this would require works to the Victorian and Turkish Baths which it was agreed would be funded by the Borderlands Project."

Pursuant to Procedure Rule 10.8 the member of the public asked a supplementary question:

"Were there any conditions tied to the £400,000 budget from the Borderlands Project?"

The Leader responded that he was not aware of any.

Question 2.

"At the meeting of the Executive on August 31st 2021, it was agreed to refer the Asset Management Plan for approval to Council. It was confirmed to the Business Transformation Scrutiny Committee that under the plan the Victorian and Turkish Baths are excluded from the maintenance programme and will be incorporated back into the programme on completion of the interior and exterior work that is to be funded by the budget from the Borderlands Project. Can the Executive detail how maintenance and general repairs to the Victorian and Turkish Baths will be funded between now and the incorporation of the Baths into the maintenance programme?"

The Leader responded to the question:

"With regards the maintenance programme, the Victorian and Turkish Baths has been taken out of the maintenance programme while the capital works are undertaken as part of the Borderlands Station gateway project as there won't be any need for maintenance during this period. Once these works are completed and assessed, the Baths will be included in the programme."

Pursuant to Procedure Rule 10.8 the member of the public asked a supplementary question:

"Was the Council responsible for the works and which budget would the maintenance work come from?"

The Leader responded that the works would be part of the Council's maintenance budget.

EX.105/21 NOTICE OF EXECUTIVE KEY DECISIONS (Non Key Decision)

Portfolio Cross-Cutting

Relevant Scrutiny Panel

Health and Wellbeing; Economic Growth; Business and Transformation

Subject Matter

The Notice of Executive Key Decisions dated 27 August 2021 was submitted for information. The Leader moved and the Finance, Governance and Resources Portfolio Holder seconded the paper.

Summary of options rejected None

DECISION

That, subject to the above, the Notice of Executive Key Decisions dated 27 August 2021 be received.

Reasons for Decision Not applicable

EX.106/21 SCHEDULE OF DECISIONS TAKEN BY OFFICERS (Non Key Decision)

Portfolio Cross Cutting

Relevant Scrutiny Panel

Health and Wellbeing; Economic Growth; Business and Transformation

Subject Matter

Details of decision taken by Officer under delegated powers were submitted. The Leader moved and the Finance, Governance and Resource Portfolio Holder seconded the paper.

Summary of options rejected None

DECISION

That the decisions, attached as appendix A, be noted.

Reasons for Decision Not applicable

EX.107/21 JOINT MANAGEMENT TEAM (Non Key Decision)

Portfolio Cross-cutting

Relevant Scrutiny Panel

Health and Wellbeing; Economic Growth; Business and Transformation

Subject Matter

The Minutes of the meeting of the Joint Management Team held on 31 August 2021 were submitted for information.

The Leader moved and the Finance, Governance and Resources Portfolio Holder seconded the Minutes.

Summary of options rejected None

DECISION

That the Minutes of the meeting of the Joint Management Team held on 31 August 2021, attached as Appendix B, be received.

Reasons for Decision Not applicable

EX.108/21 ANNUAL EQUALITY REPORT 2020/21 AND EQUALITY ACTION PLAN 2021
(Non Key Decision)

Portfolio Communities, Health and Wellbeing

Relevant Scrutiny Panel Health and Wellbeing

Subject Matter

The Communities, Health and Wellbeing Portfolio Holder presented the Annual Equality Report for 2020/21 and the Equality Action Plan 2021. The Council had a positive approach to equality both in supporting staff and engaging with the community. This was demonstrated by the commitment to be open and transparent, acknowledging gaps in data and looking at how the Council can improve.

The Equality Action Plan 2021 set out actions on how the Council would work towards achieving the equality objectives and address the issues identified. The Communities Health and Wellbeing Portfolio Holder thanked the Health and Wellbeing Scrutiny Panel for their input.

The Communities, Health and Wellbeing Portfolio Holder moved the recommendation which was seconded by the Economy, Enterprise and Housing Portfolio Holder.

The Health and Wellbeing Scrutiny Panel has considered the report at their meeting on 2 September 2021(Minute Excerpt HWSP.57/21 referred).

The Vice Chair of the Health and Wellbeing Scrutiny Panel was in attendance at the meeting. She noted that the Panel had noted the outstanding work that staff had undertaken during a difficult time and the Panel had welcomed the report.

Summary of options rejected None

DECISION

That the Executive had considered and commented on the content of the Annual Equality Report and Equality Action Plan.

Reasons for Decision

The Annual Equality Report enabled the Council to fulfil requirements of the Public Sector Equality Duty.

EX.109/21 QUARTER 1 PERFORMANCE REPORT 2021/22

(Non Key Decision)

Portfolio Finance, Governance and Resources

Relevant Scrutiny Panel

Health and Wellbeing; Economic Growth; Business and Transformation

Subject Matter

The Finance, Governance and Resources Portfolio Holder submitted report PC.36/21 containing the Quarter 1 2021/22 performance against the current Service Standards and a baseline position for the Carlisle Plan 2021-23 actions as defined in the draft Plan. Performance against the 2021/22 Key Performance Indicators (KPIs) were included as a dashboard. The recommendations from the Member Task and Finish Group on performance reporting were also detailed.

The Business and Transformation; Health and Wellbeing and Economic Growth Scrutiny Panels had scrutinised the performance at meetings held on 26 August, 2 and 9 September 2021 respectively. Excerpts from the minutes of those meetings were also submitted (BTSP.68/21, HWSP.58/21 and EGSP.57/21 referred).

The Finance, Governance and Resources Portfolio Holder moved the recommendations and the Leader seconded them.

Summary of options rejected None

DECISION

That the Executive had:

- 1) given consideration to the performance of the City Council as presented in Report PC.36/21, and the observations of the Scrutiny Panels, with a view to seeking continuous improvement in how the Council delivered its priorities.
- 2) considered and agreed the recommendations made by the Member Task and Finish Group regarding future performance reports.

Reasons for Decision

To seek Executive consideration of the performance of the City Council as presented in the report

EX.110/21 AMENDMENT TO THE COMPLAINTS AND FEEDBACK POLICY

(Non Key Decision)

Portfolio Finance, Governance and Resources

Relevant Scrutiny Panel Business and Transformation

Subject Matter

The Finance, Governance and Resources Portfolio Holder reported that the Complaints and Feedback Policy was an important mechanism for residents to put forward feedback to

improve Council services. The Council had undertaken a review of the policy to improve the customer experience, better manage expectations and maximise internal efficiency when investigating and responding to complaints. Proposed amendments would highlight best practice and provide valuable feedback for service improvement.

The Finance, Governance and Resources Portfolio Holder moved and the Leader seconded the recommendation.

Summary of options rejected Not to approve the revised Policy.

DECISION

That the revised Corporate Complaints and Feedback Policy be approved (CE.10/21)

Reasons for Decision

A defined Corporate Complaints and Feedback Policy would control customer expectation and improve the customer experience

The Meeting ended at: 16:10

Officer Decisions

Appendix A

Below is a list of decisions taken by Officers which they have classed as significant, full details and supporting background documents can be viewed on the Council's website www.carlisle.gov.uk/CMIS/

Decision Ref No	Title: Subject and Decision Taken:	Reports and Background Papers considered:	Date Decision Taken:	Decision Maker:
OD.86/21	Draw down of Economic Recovery Reserve as part of the Restarting Communities Fund. To draw down the sum of £50,000 as match funding in order for the Restarting Communities Fund to be accessed by parish councils and urban communities within Carlisle District.	ED 18/21 – Restarting Communities Fund Report to Executive – 5 th July 2021 Meeting Appendix – applications summary	20 August 2021	Corporate Director of Economic Development
OD.87/21	Licensing Decisions taken between 1 August 2021 and 3 September 2021 The Licensing Manager has granted the attached licences or permissions under an express authorisation delegated to her and in accordance with the Council's policy requirements. (can be viewed on the Council website http://CMIS.carlisle.gov.uk/CMIS/CouncilDecisions/OfficerDecisions.aspx)	Applications for various licences. Private Not for Publication by Virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act	03 September 2021	Licensing Manager
OD.88/21	Enforced Sale of an empty property To use the Enforced Sale procedure to recover debts incurred by the Council on an empty property, 18 Delagoa Street, Carlisle CA1 2LZ, as an exception to policy in that the debt does not exceed £1,000.	The background report is not for publication by virtue of Paragraphs 2, 3 & 6 of Part 1 of Schedule 12A to the Local Government Act 1972.	08 September 2021	Corporate Director of Governance and Regulatory Services
OD.89/21	Part site 14 Rosehill Industrial Estate, Carlisle Agreement to request for consent to renew underlease	None	14 September 2021	Property Services Manager

JOINT MANAGEMENT TEAM

MINUTES – 31st August 2021

Attendees	Leader; Deputy Leader; PH Communities, Health & Wellbeing; PH Culture, Heritage & Leisure; PH Economy, Enterprise & Housing; PH Environment & Transport; Chief Executive; Corporate Director of Governance & Regulatory Services; Corporate Director of Finance & Resources; Corporate Director of Economic Development; Representative from Hyas; Health & Wellbeing Manager
Apologies	Deputy Chief Executive

Agenda Item 1 – Minutes of Meeting 2nd August 2021	Action
Noted and agreed	
Agenda Item 2 – Development Corporation Workstream – Overview and Next Steps	
A Representative from Hyas attended and delivered a presentation update to JMT	
Agenda Item 3 – Local Government Reorganisation	
The Chief Executive updated attendees with current information available	

Agenda Item 4 - Updates on Borderlands; The Sands; Civic Centre; St Cuthbert's Garden Village; Central Plaza	
Members of SMT in attendance and the Health & Wellbeing Manager provided the Executive with their update on the current position regarding each area	
Agenda Item 5 – Future Items for Notice of Executive Key Decisions	
Noted and agreed	
Agenda Item 6 - JMT Forward Plan	
Noted	

Meeting Date: 25 October 2021
Portfolio: Communities, Health and Wellbeing
Key Decision: YES: KD 20 /21
Policy and Budget Framework: YES
Public / Private: Public
Title: REGULATORY REFORM (HOUSING ASSISTANCE) (ENGLAND AND WALES) ORDER 2002 - CHANGES TO EXISTING HOUSING ASSISTANCE POLICY
Report of: Corporate Director Governance and Regulatory Services
Report Number: GD 70 / 21

Purpose / Summary:

The report has been prepared following a review of the existing Regulatory Reform Order (RRO) Housing Renewal Assistance Policy which was last updated in 2018 and approved by Council in January 2019. Revisions are now necessary to ensure the Housing Renewal Assistance Policy is fit for purpose as an offer for our residents and reflects the current demands on the service. The revised policy is referenced in Appendix 1.

Recommendations:

It is recommended that Executive:

- 1 Consider the proposed revised Housing Renewal Assistance Policy 2022 in Appendix.1.
- 2 Refer the said Policy to Health and Wellbeing Scrutiny Panel for consideration in accordance with the Council's Budget and Policy Framework.

Tracking

Executive:	25 October 2021 and 20 December 2021
Scrutiny:	25 November 2021
Council:	4 January 2022

1. BACKGROUND

- 1.1 Article 3 (1) of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) allows the City Council to provide assistance in improving living conditions within its area. Assistance can be in any form (Article 3(3)) but Article 4 requires that the Council first adopt a Policy for the provision of the assistance. The first Housing Renewal Assistance Policy was adopted by Carlisle City Council on 9th September 2003. The Policy has been amended since its adoption to allow actions to be taken by officers relating to the housing sector, most recently in 2019. The Council's decision on the 2019 Policy delegated responsibility for the use of funds and the granting of grants specified in the Policy to the Corporate Director of Governance and Regulatory Services.
- 1.2 The main source of funding for the assistance offered by the City Council is from the Disabled Facilities Grant funding. The City Council is under a mandatory obligation to provide a Disabled Facilities Grant (DFG) to assist with adaptations to disabled persons homes under the Housing, Grants, Construction and Regeneration Act 1996, as amended by the Regulatory Reform (Housing Assistance) Order 2002. DFG mandatory assistance is available to eligible applicants for certain works, subject to a test of the applicant's resources. Before 2016 the amount of money required for mandatory DFGs within the district exceeded the Government grants and contributions from the City Council. The City Council did not have the budget to take advantage of the discretionary opportunities to extend the use of the DFGs as allowed by the Regulatory Reform (Housing Assistance) Order 2002. However, in 2016/17 the City Council's Government Grant was significantly increased and the Council was able to take advantage of the increased funding to extend the scope of DFG assistance by adopting new discretionary grants through the Housing Renewal Assistance Policy 2017 and the subsequent revisions. The 2021/22 Government DFG allocation for Carlisle City Council is £2,155, 574, which is £255,810 above the £1,899,764 allocation in 2020/21.

2. ADDITIONAL HOUSING ASSISTANCE

2.1 Under the proposed Housing Renewal Assistance Policy 2022 (Appendix.1.), mandatory DFGs under the Housing Grants Construction and Regeneration Act 1996 will continue to be available and take priority over the discretionary assistance. The City Council, in accordance with its responsibilities under the Better Care Fund Policy Framework 2021 to 2022 has produced an Action Plan which details the proposed mandatory and discretionary allocation of DFG spending.

The Action Plan will be amended to account for the additional agreed assistance offered by the revised Policy in Appendix.1.

2.2 It is recommended that the City Council uses its discretionary powers under the Regulatory Reform Order to further broaden the scope of DFG's and allow specific DFG funding to be used for grants to assist the elderly, disabled or other vulnerable groups to live independently and to improve their living conditions and well-being. Specifically, minor works that support ill health prevention promote independence and delay transfer into care.

2.3 The main changes proposed in the revised Policy from the 2019 Policy are:

- Lifting the upper grant limit available for all the discretionary grants, to account for market conditions and material and labour costs rising significantly in the last 18 months.
- introducing a dedicated hospital discharge grant, with a dual element of either palliative care or short term need to enable faster recovery at home.
- Introducing a consistent policy regarding the application of a land charge (s) being registered against a property to ensure consistency across all non-mandatory grants through the discretionary grant offer.
- Updating the Relocation Grant conditions and including a set grant amount available for those applying for a relocation grant. Removing the mandatory DFG means test Criteria where it meets the criteria of the Better Care Fund.

- Updating the Independent Living grant, to include a household saving limit for applicants.
- Grant conditions being placed on the number of applications a household can make to the Council over a three-year period for any of the discretionary grants available.
- Updating the grant conditions to provide clarity on accessing the grant known as the Additional Discretionary Assistance for Mandatory Grants which is signed off by the presenting Occupational Therapist and the Director of Governance and Regulatory Services.

2.4 Delayed transfer of care with people staying unnecessarily long in hospitals, has historically been a problem for Carlisle. The 2019 Housing Assistance Renewal Policy introduced two posts funded from the DFG allocation as assistance to support the delivery of the DFG process, a Disabled Facility Trusted Assessor Post, and a Hospital Discharge Caseworker. The posts are both temporary for three years and funded through the DFG carry forward. Both posts have been extremely successful in the delivery of the Housing Assistance Policy over the last 18 months and the revised Policy will allow for the continuation of these posts subject to funds being available and the Corporate approval process being followed.

The 2019 Housing Renewal Assistance Policy was very successful in creating new pathways for assistance which directly benefitted the living standards of vulnerable home occupiers Carlisle. The expenditure from DFGs in 2019 / 20 was £2,252,045 compared to £520,936 in 2016/17. £ 1,011,472 of the 2019 / 20 assistance was directly to homes in Carlisle from discretionary grants introduced by the 2019 Policy. Without the Policy these Carlisle households would not have had DFG support keeping them safe and warm at home. The Revised Housing Assistance Policy 2022 in appendix.1. seeks to build on national good practice by further increasing the assistance available from the City Council in keeping its residents safe and living independently at home.

3. RISKS

- 3.1** By improving the options and flexibility for housing assistance the proposed policy is likely to increase the funds required for an increase in grant applications. Although adequate funds exist at the present time to meet estimated demands the future of DFG funding is uncertain. This risk of demand exceeding the funds available is controlled as all the additional assistance within the revised Policy is discretionary and subject to the funds available.
- 3.2** The proposed Policy aligns the use of DFG funds with the outcomes sought from the Better Care Fund (BCF). Not revising the Policy could risk criticism that the DFG funding is not being spent effectively in assisting people to live safely and independently at home.

4 CONSULTATIONS

- 4.2** Appendix.1. has been circulated within the County Council Occupational Therapist Team who were asked to contribute in the drafting of the proposed Housing Renewal Assistance Policy.
- 4.3** Foundations – Foundations is the national body for Home Improvement Agencies and also the Government lead for the transformation of the Disabled Facilities Grant. Foundations have been supportive of the proposals put forward by the updated policy.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 5.1** The revised Housing Renewal Assistance Policy 2022 will assist in ensuring that best use is made of the DFG capital funding making use of existing capacity and expertise within the Housing and Pollution and Homelife teams.
- 5.2** The introduction flexibility into the assistance process is being promoted as good practice nationally and in line with government and local policies.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

6.1 The proposals will help support the Carlisle Plan priority to: 'Address current and future housing needs to protect and improve residents' quality of life'

Contact Officers:	Scott Burns	Email	scott.burns@carlisle.gov.uk
	Regulatory Services		amelia.morphet@carlisle.gov.uk
	Manager		uk
	Amelia Morphet		
	Principal Health and		
	Housing Officer		

Appendices **Appendix.1 Housing Renewal Assistance Policy 2022**
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:

Legal – As explained in the report, the Regulatory Reform (Housing Assistance)(England and Wales) Order 2002 requires the Council to have in place a policy setting out how it will exercise its power to provide assistance to people to adapt repair or renew accommodation. The policy is part of the Council's Budget and Policy Framework. As such, any amendment must be approved by Full Council following recommendation by Executive and scrutiny by the appropriate Scrutiny Panel.

Property services -

Finance – The Council receives Disabled Facilities Grant funding through the Better Care Fund. The current budget allocation in 2021/22 stands at £3,387,200 (including amounts

carried forward from previous years and the 2021/22 allocation of £2,155,574). In order to progress the utilisation of this funding, the proposals in the report and appendix have been made. Disabled Facilities Grant has always been a capital grant allocated by the government to be incurred on providing capital enhancement works to those properties that require it, indeed the MHCLG's Grant determination states that it is to provide support towards capital expenditure lawfully incurred by the authority. The proposals in this report aim to utilise this funding in innovative ways in order to achieve the same end goal of improving prospects for people to remain in their own home. The Council is able to charge an administration fee that is income to the revenue budget which can then be used to support the administration (staffing) costs of providing the service.

Equality – Carlisle City Council has a leading DFG service.

Information Governance – Given the need to process personal and special category data, in order to assess and progress grant applications, the Council must ensure its grant procedures comply with current Data Protection Law; particularly the [data protection principles](#)

Carlisle City Council

HOUSING RENEWAL ASSISTANCE

POLICY

Update 2021

Introduction

The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 equipped local authorities with a wide-ranging power to provide assistance for housing renewal based on the principle that repairs are fundamentally the responsibility of the property owner but grant assistance should be given in particular circumstances.

Poor quality housing can have an adverse effect on the health and well-being of the occupants and the presence of long-term empty properties can be blight on the neighbourhood.

The City Council recognises that assistance cannot be made available to all residents. Mandatory Disabled Facilities Grants under the Housing Grants Construction and Regeneration Act 1996 will continue to be offered to applicants who meet the eligibility criteria.

This policy makes use of the powers provided under The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 to broaden the scope of Disabled Facilities Grants and to offer alternative forms of grants for disabled, elderly, low income and other vulnerable residents in Carlisle and District. Also, the objective of this policy is to assist with meeting the aims of The City Council's housing strategy including to help combat fuel poverty and improving the standard of the housing stock in our area.

Through the City Council's Home Improvement Agency (H.I.A.), Homelife Carlisle, additional discretionary assistance may be provided to improve the health and well-being of Carlisle and District residents, particularly those considered to be more vulnerable. All forms of discretionary assistance beyond the Mandatory Disabled Facilities Grant Capital funding are dependent on the availability of external funding and can be withdrawn at any time.

Mandatory DFG applicants will not be disadvantaged by discretionary grants.

No works shall be carried out without a written formal grant approval. No retrospective applications will be considered.

Types of Assistance Available

1.0 Mandatory Grants

1.1 Disabled Facilities Grants (DFG)

The provisions governing mandatory Disabled Facilities Grant (DFG) are contained In the Housing Grants, Construction and Regeneration Act 1996 (the 1996 Act), as amended by the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002. The Order extended Mandatory DFG eligibility to those occupying park homes and houseboats.

Provided they meet the defined criteria, all owner-occupiers and tenants, licensees or occupiers are eligible for DFG. Private Sector landlords and Register Providers (RP) may also apply for a DFG on behalf of a disabled tenant, but the tenant must also satisfy the relevant requirements under the same means testing arrangements.

1.2. Mandatory DFG – Additional Discretionary Payments

A discretionary payment in addition to a Mandatory DFG can be made by the City Council to provide top up funding to meet the cost of aids and adaptations to assist an applicant to live independently in their home where a DFG is approved at the statutory maximum and the eligible expense, less contribution, exceeds the statutory maximum (currently £30,000).

There will be no requirement for a separate application as the assistance is linked to a Mandatory DFG application, but a means test through standard test of resources will apply except where the grant is approved in respect of a disabled child under the age of 19.

The maximum additional discretionary grant will be set at £15,000; this does not include Renovation Grants; Dementia Friendly, or Safe and Warm Grants detailed in part 2.0 of this Policy.

Any works should be completed within 12 months of application's approval. Works must be to the satisfaction of the City Council.

1.3 Unforeseen Works – Mandatory Disabled Facility Grants

A discretionary payment can be made by the Council, under this policy in the following circumstances:

The grant maximum of £45,000, including the discretionary top up has been reached, and unforeseen works have arisen onsite, which would not have been known at the time the grant was approved. i.e., Drainage, foundations work, requested changes by the Building Control Department.

The maximum grant for unforeseen works will be set at **£5,000**.

1.4 Independent Living Adaptation Grant

The Independent Living Grant will provide a solution where an individual is not financially eligible for a Mandatory DFG and requires an adaptation which assists with independent living, provided they are supported by an Occupational Therapist / OT Assistant recommendation, or other competent authority.

The applicant will not be subject to a full financial means test but applicants will be asked to provide information on savings available to them as means to self fund an adaptation. Applicants will be eligible if they have savings under £60,000 per household or £35,000 for an individual.

Amount of Assistance:

Up to £10,000.

The Number of Applications a household can make will be restricted in line with the Policy for accessing all discretionary grants from the Council detailed in section 4 of the Policy.

1.5 Relocation Grant as an Alternative to Adaptations

Where an existing home has been professionally assessed as no longer being a viable option for an individual/household, or it cannot be suitably adapted, to meet the needs of that individual to remain independent in the home, then as an alternative and in agreement with the client, the Council can assist with a **Property Relocation Grant**.

The relevant costs to be treated as eligible within this discretionary grant would be reasonable legal costs, estate agent fees, removal costs, necessary utility and service set up costs, and minor adaptations to make the property suitable. Applications can be from owner occupiers or tenants moving within the private rented sector or property provided by registered providers. This would be capped at £5,000.00 per household.

Financial assistance towards the purchase of a property may also be considered for owner occupiers who qualify for DFG assistance, but only where there would be no financial gain in the sale of the old property moving to the new property, equally the move to a new property must not place the applicant in negative equity. The contribution would be capped at £10,000.00 per household.

Applications for both elements of the grant will be considered from individuals where the applicant is not the person who the grant would benefit directly, but as the owner of the property and a person who resides in the same property as an essential carer. This would apply to parents/carers of children and for those with a family member under guardianship, power of attorney or those with a close family relationship and live in the same property as the disabled individual and that person is an essential carer to support independence. All applicants will be assessed to ensure that there is no financial gain in the sale of the old property moving to the new property.

In all cases the property to which the applicant moves must be compliant with the decent homes standard, when the current home cannot be suitably adapted.

All applications must be supported by a qualified health professional as detailed in section 1.6 of the Policy.

An individual who receives relocation assistance shall not be entitled to claim similar assistance for a period of 10 years. Receiving this grant does not prevent applicants applying and potentially receiving grants and assistance from other schemes in this policy.

1.6 Commissioning Independent Assessment of Need

The Housing Grants, Construction and Regeneration Act 1996 makes no reference to assessment of need for an adaptation, it only places a duty on housing authorities who are not themselves a social services authority to consult the social services authority on the judgement of whether the works are necessary and appropriate to meet the needs of the disabled occupant (Section 24). In *Disabled Facilities Grant Programme: The Government's proposals to improve programme delivery*, 2007, the Department for Communities and Local Government made it clear that an occupational therapy assessment is not a legislative requirement.

The City Council will accept referrals from Private Occupational Therapists or other health specialists, including trusted assessors who are engaged by the applicant to advise on what works are required to meet their individual needs. The costs of these professional assessments would be recoverable under the grant.

Whilst many requests for a DFG come to The City Council via a Social Services assessment, applicants also have the right to make applications to the City Council directly. In addition, referrals for DFG applications may come from other organisations, including health professionals, voluntary sector organisations and different Council departments. Where applications do not come via a Social Services assessment The City Council shall proceed with the DFG application in the normal way and help the client complete the necessary application. The City Council has a legal duty to determine the application within 6 months of receipt. As part of the consideration process, The City Council has a duty to consult with Social Services department to ensure that the works being requested are necessary and appropriate.

The City Council reserves the right to employ an Occupational Therapist, or other health professional or suitably competent person, through the DFG allocation to provide the necessary assessment and assistance with its delivery of the Disabled Facilities Grants programme.

For example, this may include a medical health professional's assessment that confirms an individual is particularly at risk from excess cold due to a pre-existing medical condition. A DFG could be provided to improve any existing heating system or where there is no heating system, provide a system to meet their needs.

This policy does not include the costs of an Occupational Therapist acting on behalf of the Social Services authority in the discharge of their responsibilities under section 24(3)(a) of the 1996 Act (or any other enactment).

1.7 Priority Points System for allocation of DFGs

If resources become limited in the future or demand increases significantly, The City Council will allocate DFG funding based on a priority points system. Applicants may be placed on a waiting list prior to being invited to make a formal application. Where this occurs, the applicant will be advised that they have been placed on a waiting list and will receive an update every 3 months as to the projected timescale for their application to be invited. Each applicant will be invited to make an application in date order. However, priority will be given to urgent applications as determined by both the City Council and the Occupational Therapist.

1.8 DFG for Recycled equipment

In ensuring that the funding available for Disabled Facility Grants can benefit the maximum number of recipients, a scheme of re-commissioning key equipment such as ramps, stair lifts etc. will be applied where possible. All procurement frameworks relating to DFG supplies and services will include this as an option.

2.0 Discretionary Assistance

Discretionary assistance will be made available under this policy, under the conditions and schemes criteria outlined. However, in all cases the works or assistance being provided must meet the following objectives:

- Increased home independence, safety and minimising the effects of disability.
- Enabling the carer to continue care in the home.
- Prevention of admission to more institutionalised care.
- Reducing pressures on the NHS by supporting people to be discharged from hospital.

All discretionary grant assistance is subject to the City Council's annual budget setting procedure and the availability of sufficient levels of external funding. All such payments are at the City Councils discretion and will be removed once available funds are exhausted.

2.1 Renovation Grants

The City Council reserves the right to use its discretion under the Regulatory Reform Order to pay for works under a DFG that may otherwise not be eligible for assistance. Typically, these works could include the cost of undertaking repairs to a property to enable a DFG to proceed. These could include:

- a) Structural repairs.
- b) Undertaking works to resolve category one hazards within a property, such as remedial works to tackle damp or excess cold.
- c) Undertaking electrical repairs to a home where a new level access shower or stair lift is being provided.
- d) Undertaking measures to improve the safety and security of eligible households such as windows and door locks, fixing loose flooring, undertaking repairs to pathways and the removal of trip hazards.
- e) Assistive technology. Remotely operated equipment e.g., to allow people to control heating and appliances independently

Discretionary Renovation Grants shall only be awarded to households eligible for a Mandatory DFG. The Discretionary Renovation Grants are not means tested and shall not exceed **£15,000**.

Discretionary Renovation Grants will be registered as a separate land charge in full and subject to recovery as detailed in 4.0 of the Policy.

2.2 Additional Discretionary Assistance for Mandatory Grants

Where the total cost of mandatory DFG works exceeds the grants available the County Council or the NHS can request further discretionary assistance from the City Council if funds are available.

The request must be in writing from the health professionally supporting the applicant and will be supported by the Council Officer processing the mandatory DFG. Additional discretionary assistance will be considered on a case-by-case basis and subject to funding being available for the anticipated mandatory commitments. All applications for additional discretionary assistance will be considered by the Corporate Director of Governance and Regulatory Services and applications will be capped at £30,000.00

The additional assistance will be registered as a separate land charge in full and subject to recovery as detailed in 4.0 of the Policy.

2.3 Dementia Friendly Grant

To help people with dementia to make changes to the home that would support them to live in their own home safely and for longer. Examples of measures may include safety flooring, colour- contrast decorating, lighting and alarms.

Who can apply for a Dementia Friendly Grant?

Any person diagnosed, or awaiting a diagnosis, for a cognitive impairment or dementia related condition and who is an owner occupier, private tenant or tenant of a registered provider of social housing.

Referrals should be from a health professional or from the community sector but householders or their carers can apply at the Home Improvement Agency's discretion.

Not subject to a means test.

Amount of Assistance: Up to £5,000

2.4 Safe and Warm Grants

These grants are designed to enable qualifying owner occupiers and, for certain measures, tenants to access financial assistance to carry out a wide range of repairs and home improvement measures to:

- Keep them safe and warm at home
- Reduce risks and accidents around the home
- Promote independent living
- Assist with hospital discharge or prevent hospital admission.

Conditions

The following paperwork will be required in order to make a completed application:

- Designated application form
- Proof of eligibility including proof of ownership or tenancy
- Landlord's permission where appropriate

Recipients of Renovation Grants would not normally be eligible for an additional Safe and Warm Grant.

Criteria

1) **EITHER** The applicant or a member of their household must:

- have a prescribed medical condition that is impacted by their current housing situation
- **OR** be considered disabled by being in receipt of a disability benefit on the date of a completed application
- **OR** be 60 years of age or over
- **OR** be a carer for someone in their household.

The applicant(s) must also meet the following financial criteria:

- Have a low household income in line with the Home Improvement Agency's published criteria.
- **OR** be on a means-tested state benefit

AND

- Have savings less than £23,500. The Council has discretion to waive the savings threshold in exceptional circumstances.

Eligible Owner Occupiers

An owner occupier is eligible to apply for a Safe and Warm Grant if they:

- own their own home as a freeholder or leaseholder (with at least 5 years left to run)
- **OR** have a licence to occupy a residential park home on a licensed site

AND

- Have owned the property for at least 6 months

Eligible Tenants

Private sector and Registered Providers tenants may be eligible only if the measures do not fall under the landlord's general responsibilities or under the tenancy agreement.

Typical works that are eligible for a safe and warm grant for tenants would be:

- Deep Cleans that will prevent homelessness or which will facilitate other grant funded eligible measures administered by the Home Improvement Agency.
- Supply and fit of key-safes
- Basic draught-proofing measures

A tenant is one who meets one of the following:

- Is a secure tenant
- Is an introductory tenant
- Is a protected occupier under the Rent Act 1977
- Is an employee who occupies the dwelling or flat concerned for the better performance of their duties
- Is an assured tenant of a Registered Provider (Housing Association)

If the applicant is under 19 years old, then the parent or guardian will be required to confirm one of the above.

Tenants must supply permission from the landlord for any works to go ahead and that it is the intention of the landlord to let the property to the applicant for at least the next 12 months from the date of application.

Applicants will not be eligible if the landlord is seeking possession of the property and has served the relevant notice or if there are significant rent arrears at the time of the application.

Amount of Assistance for a Safe and Warm Grant

The maximum grant is £10,000.00. The grant may include the cost of the eligible works plus any agency fee which is set annually according to the charging policy.

Measures that are not eligible for Safe and Warm Grants

- Furnishings such as carpets and curtains – unless specialist safety flooring
- Work to non-habitable rooms such as garages, basements, outhouses and porches
- Work that is covered by insurance. If the householder does not have buildings cover discretion may be applied by the Council.
- Work that is covered by a government scheme such as the ECO or Sustainable Warmth energy schemes although the grant can be used towards client contribution to the costs of such measures if the grant allows.
- Work or measures that are another statutory agency's responsibility

- Deep-cleans should be funded through a discretionary grant once only, and the applicant, or the agency that may be supporting them, is expected to plan arrangements for on-going cleaning support.

2.5 Hospital Discharge Grant and Short Term Care Needs grant

An applicant would qualify for the above grant if the referral was being made by a health professional as detailed in 1.6 of the Policy. Applicants will qualify if the professional making the referral details considers that works are required to make a residential property safe for that individual and their household or carer.

All referrals will be considered if the request being made is to, either prevent a short-term hospital admission or admission to institutionalised care setting; or to ensure that an individual can be discharged to a safe home from hospital or discharged from another institutionalised care setting and prevent a delayed discharge. In some circumstances the property the individual is being discharged could be that person's home or the address of the carer for the recovery period of that individual to prevent the delayed discharge.

Example of works that could be carried out under the grant include:

- One-off deep cleans that will enable hospital discharge
- Supply and fit of key-safes
- Financial support with short term stair lift rentals under 12 months
- Assistive technology or equipment that requires a level of permanence.
- Assistance with furniture relocation within the home such as moving a bed to a suitable habitable room.
- Equipment that is not supplied by another statutory agency. This may include medicine lock boxes

This grant would only be available if it falls outside the type of larger adaptation works that would traditionally been carried out through the Mandatory DFG grant process. The grant would not cover minor adaptations such as fitting of grab rails or temporary ramps to the home or are another statutory agency's responsibility.

No means-test will be applied if the applicant is eligible based on the need to make their home safe and to prevent a further delay in discharging the patient. A means-test may be applied for works that are not necessary to prevent the client returning home from hospital but are arranged by the department under any other means-tested grant scheme.

Conditions

The following paperwork will be required in order to make a completed application:

- Referral from a qualified health or social care professional and consent from that individual to be referred.
- Landlord's or the property owner's permission where appropriate. Applications will be assessed on a case-by-case basis depending on how intrusive the required works are to the property.

The grant maximum will be £5000.00. Section 4.2 of the Policy does not apply to this grant in terms of number of applications and no land charge will be placed upon the property as the maximum value is under £5000.00.

2.6 Hospital Discharge and Trusted Assessor Support

Subject to there being sufficient finance, the City Council may use DFG funding to employ a suitably competent person to:

- Provide the necessary liaison, assessment and assistance to aid the hospital discharge process or,
- To provide an assessment option for those with single care needs who are not eligible under the Care Act for assessment or,
- To support a reduction in lengthy timescales with Adult Social Care and any other discretionary assistance objectives as detailed in the annual DFG action plan.

2.7 Energy Efficiency Grants

Discretionary Energy Efficiency Grants that meet the government's criteria in VAT notice 708/6 are available to improve the energy efficiency of low-income owner occupiers to improve health and well-being.

Who qualifies for this grant?

The applicant must:

Live in the local authority area of Carlisle City Council

AND receive one or more of the following benefits:

- tax credits
- council tax reduction (means-tested) or second adult rebate
- housing benefit or local housing allowance
- disability living allowance or personal independence payment
- disablement pension
- war disablement pension
- income-based job seeker's allowance
- universal credit
- income-based employment and support allowance
- pension credit
- any other means-tested welfare benefit

The qualifying person should make the application for the grant.

Works that are eligible for an Energy Efficiency measures grant

The grant covers the installation of heating appliances or for the installation, maintenance, replacement or repair of a central heating system or for a renewable source heating system.

These include:

- closed solid fuel fire cassettes
- electric dual immersion water heaters with factory-insulated hot water tanks
- electric storage heaters
- gas-fired boilers
- gas room heaters with thermostatic controls
- oil-fired boilers
- radiators
- insulation for walls, floors, ceilings, roofs or lofts, water tanks, pipes
- draught-stripping
- central heating and hot water system controls include manual or electronic timers, thermostats, mechanical or electronic valves, including thermostatic radiator valves
- space or water heating systems which use energy from solar, wind, hydro-electric, ground and air heat source powers

Applicants would be expected to apply for ECO or Sustainable Warmth funding with the assistance of the Home Improvement Agency towards the cost of any measures in the first instance.

Amount of assistance for an Energy Efficiency Grant

The maximum grant is £7,500. The grant may include the cost of the eligible works plus any agency fee which is set annually according to the charging policy.

The grant is limited to one application in any 'rolling' 3-year period.

3.0 Other Grants

3.1 Empty Property Grant

Subject to the availability of funding, grants may be available to assist empty homeowners bring their properties back into use. Properties must have been empty for longer than 6 months and registered as empty with the City Council Tax Department.

The grant would be available to cover the cost of works associated with ensuring the property is free from Category 1 hazards under the Housing Act 2004.

The grant would be made available on a matched funding basis at a ratio of 50% grant 50% contribution from the owner.

The terms of the grant would require full time reoccupation of the property within 12 weeks on completion of the works with the property being occupied for a minimum of 12 months. Landlords would be required to let the property out within 12 weeks of completion of the works and the rate of rent must be set at the applicable Local Housing allowance Rate for 12 months. Repayment of the grant will be required if these conditions are contravened.

The grant would be repayable upon sale of the property, if sold within 10 years.

Empty Property Grants maybe be registered as a Local Land Charge. Immediate repayment of the grant will be required if grant conditions are not met. The City Council may recover the debt by Enforced Sale proceedings.

4. 0 General

4.1. DFG for Registered Providers

All Registered providers operating in the area will be asked to make a contribution if a tenant makes an application for a DFG. The receipt of any contribution entirely depends on the provider's Adaptation Assistance Policy, stock profile, asset management strategy of adapted properties and their financial position to make any contributions.

4.2 Limits on Discretionary Grants

All grants detailed in section 2.0 of the Policy and the Independent Living Grant detailed in section 1.4 are deemed to be discretionary grants and are limited to one household application a year or up to two in any rolling three-year period, totalling a maximum of £20,000.00. The exception to the limit are those grants that enable hospital discharge in paragraph 2.5, which will be considered on a case-by-case basis.

Flexibility maybe given to those households who have already received the discretionary grant assistance to the maximum threshold over the rolling period or are within in the time limits for assistance when they subsequently require a Mandatory disabled adaptation, but do not meet the criteria of the Mandatory means for a DFG. Discretion will be applied in exceptional circumstances where it is another individual in the household that now requires assistance.

The assistance in this policy will allow for the authorised signatory under the Council scheme of delegation to make the final decision.

4.2 Grants Place as a Land Registry Charge

Under the **Disabled Facilities Grant (Condition relating to approval or payment of grant) General Consent 2008** The City Council may place a Land Registry Charge on properties subject to a Grant where it is considered that the works add value to the property for mandatory grants. The discretionary grants allow the Council to consider a wider land charge policy and the discretion to state any reasonable condition as part of the grant application.

After a grant is approved and completed then a charge can be placed on the property (not the individual or the applicant). This policy sets out that if such a property is sold

within a 10-year period, starting on the date of completion of the work (date of the final invoice payment for the individual grant approval), the City Council will use its discretion to reclaim the funding from grants over £5,000 but may not require a repayment exceeding £10,000 per grant approval. In applying its discretion, the following criteria will be considered:

The recovery of the land charge will be registered against the property, not the individual for recovery. In the event of the death of applicant the grant amount maybe recovered at the point the property is sold but not before.

Land charges will not be registered against any qualifying tenant's applications, only applications made under schemes which may benefit the landlord and add value to a property. Individual grants which benefit landlords will have conditions in relation to recovery.

- **Mandatory Disabled Facility Grants** - A charge will only be applied where the grant adds value to the property in relation to the Mandatory element of the disabled facility grant. This will not include the top up to of £15,000 on the Mandatory £30,000.00 or the additions for any unforeseen works under 1.3, should it be required. Grants for stair lifts and level access showers will not have a land charge applied under the Mandatory DFG process as these measures are not considered to add value to the property.
- **Discretionary Grants** - A charge will be placed on the property for all grants under the discretionary housing assistance policy under section 2.0, including 1.4 the independent living grant (except stair lifts and level access showers), section 1.5 the property relocation grant where assistance has been made towards the purchase of a property and section 2.4 the grant which can be applied to the Mandatory DFG as a top up the Additional Discretionary Assistance for Mandatory Grants. The amount charged will be any amount over **£5,000.00** up to the full value of the works up to a maximum of **£10,000** per grant approval on the different grant options available. This could mean the individual accessing different grants in the discretionary scheme in a 10-year period may have multiple grants registered against the property for recovery.
- **The maximum amount of land charges the Council will place on a property for recovery over a 10-year period will be up to £50,000.00**

In all charges being recovered the following will be considered:

- The extent to which the property owner would suffer financial hardship if the grant were reclaimed.
- Whether the disposal of the property was to enable the recipient to take up employment or change the location of their employment.
- Whether the disposal of the property is made for reasons of the recipient's mental or physical health or well-being.
- Whether the disposal is made to enable the recipient to live with, or near, any person who will provide care for the recipient by reason of their disability

Any applications to the Council to waive the land charge requirements placed on the property must be in writing and any decision on repayment will be made by the Director of Governance and Regulatory Services. This would be published as an Officer Decision.

4.3 Fees for professional services connected to DFG's.

The City Council will charge professional fees for providing services to applicants which are subject to a DFG. The fees charges are fixed charges determined annually.

Grant Processing fees, to cover costs incurred by The City Council as permitted by The **Housing Renewal Grants (Services and Charges) Order 1996** will be determined annually. These will be applied to all applications and be dependent upon the works expected by The City Council. These professional fees will be calculated and provided at the Grant Approval stage and be paid from the DFG allowance.

4.4 The licensed software required for managing and reporting on the grants delivered through the DFG allocation will be recovered from the allocation.

4.5 This policy or any part of it can be withdrawn with immediate effect for individual applications yet to be approved. In such cases applicants will remain eligible for the existing national mandatory Disabled Facilities Grant.

4.5 Complaints

Complaints regarding housing renewal assistance should be made through Carlisle City Council's formal complaints scheme.

<https://www.carlisle.gov.uk/Council/More-about-the-Council/Corporate-Complaints>

Report to Executive

Item
A.2

Meeting Date:	25 October 2021
Portfolio:	Economy, Enterprise and Housing
Key Decision:	Yes: KD.21/21
Policy and Budget Framework	No
Public / Private	Public
Title:	Acceptance of Potential Offer for Sustainable Warmth Competition (Local Authority Delivery Phase 3 (LAD3) and Home Upgrade Grants (HUG1))
Report of:	Corporate Director of Governance and Regulatory Services
Report Number:	GD 73 / 21

Purpose / Summary:

A report requesting that the Executive should accept grant funding, if offered, from Business Energy and Industrial Strategy (BEIS) Sustainable Warmth Competition and act as the lead authority of a Cumbrian consortium of district councils for the delivery of the grant.

The City Council has applied for £19,955,000 of funding on behalf of the Cumbrian Sustainable Warmth consortium of district councils to address fuel poverty, improve energy efficiency and carbon savings and help boost the local economy to retrofit a target of 1,310, mainly private sector homes, with energy efficiency measures, including low-carbon heating across Cumbria.

Recommendations:

The Executive:

- Delegates authority to the Corporate Director for Governance and Regulatory Services to agree and sign the Memorandum of Understanding and, thereby, accept an offer of the Sustainable Warmth grant funding by Department for Business Energy and Industrial Strategy (BEIS).
- Agrees that the Council acts as the accountable body for the Grant on behalf of the Cumbrian Consortium of district councils.

Tracking

Executive:	25.10.2021
Scrutiny:	21.10.2021
Council:	NA

BACKGROUND

- 1.1. On the 2 August 2021 the Executive (GD 46 / 21) approved an application to the Sustainable Warmth competition for funding to support low carbon energy efficiency and heating for homes across Cumbria. The consortium bid is supported by all the Cumbrian district authorities. Carlisle City Council has bid for £5,850,000 based on an estimate of £9,500 average retrofit cost per property for a target of 600 homes with mains gas heating (including £750,000 for administration and ancillary costs); and £14,105,000 for 710 homes with non-gas heating (including £2 million for administration and ancillary costs). Data from specially designed Pathways software, the open-source Landmark Energy Performance Certificate (EPC) register (August 2020) and a recent Housing Stock Modelling Report enables us to target wards and properties that meet the criteria for this funding.
- 1.2. Carlisle City Council have applied as the lead authority for a Cumbria Consortium of district councils as the Department for Business, Energy and Industrial Strategy (BEIS) indicated they preferred local authorities who had not received funding in previous rounds to be the lead applicant. This Sustainable Warmth round is primarily aimed at private domestic dwellings.
- 1.3. The primary purpose of the Sustainable Warmth competition is to raise the energy efficiency rating of low income and low Energy Performance Certificate (EPC) rated households (those with E, F or G, and a limited percentage of homes with an EPC rating as D). This is expected to result in the following outcomes:
 - a. Tackle fuel poverty by increasing low-income households' energy efficiency rating while reducing their energy bills.
 - b. Deliver cost effective carbon savings to carbon budgets and progress towards the UK's target for net zero by 2050.
 - c. Support clean growth and ensure homes are thermally comfortable, efficient, and well-adapted to climate change.
 - d. Support economic resilience and a green recovery in response to the economic impacts of Covid-19 and create jobs.
 - e. Learn from the delivery experience to inform the development and design of further energy efficiency and heat schemes.
- 1.4. The Sustainable Warmth competition encompasses two schemes:

Local Authority Delivery Phase 3 (LAD3): LAD3 has a refined scope to support low-income households heated by mains gas. The maximum grant per owner occupied home is £10K.

Home Upgrade Grant Phase 1 (HUG1): Scheme for low-income households with homes off-gas grid. The amount per home can be up to a maximum of £25K depending on the EPC rating and fuel type. Targeted funding will support the

installation of multiple measures in these homes, which can face higher upgrade costs, to substantially improve their energy performance.

- 1.5. The Government expects local authorities to take a fabric first approach and focus on measures that will help lower household energy bills such as insulation. This includes, but is not limited to, energy efficiency measures (such as wall, loft, and underfloor insulation) and low carbon heating technologies (such as heat pumps and solar) – but excludes funding for heating systems which are solely fuelled by fossil fuels such as gas and oil.
- 1.6. Funding must be targeted at low-income households likely to be in fuel poverty, for which local authorities can continue to use the criteria of a combined household annual income of no more than £30,000 gross, before housing costs and where benefits are counted towards this figure or use alternate methodologies that clearly evidence that they are targeting low-income households likely to be in fuel poverty. It is intended that we will use Energy Company Obligation flexible income eligibility criteria for larger households.
- 1.7. BEIS will be communicating the outcome of the competition in the Autumn. BEIS have stated that when offered the funding the Memorandum of Understanding (MoU) agreement (Appendix. A contains a standard template) has to be signed within 3 weeks (15 working days), so the Executive may be asked to agree the funding in advance of any potential offer. BEIS have given the following timetable so far:
 - **Mid October:** Successful applicants will receive a Memorandum of Understanding (MoU) containing annexes. The MoU and appropriate annexes must be completed, signed and returned **within 3 weeks of receipt**. BEIS have stated that if these documents aren't returned within the timeframe it may result in the offer of funding being withdrawn. If the application is successful, The Council will also receive an invitation to a webinar to go through what is required to complete the MoU and annexes.
 - **November:** Attend a Reporting Webinar to ensure successful local authorities are prepared to complete and submit the monthly report pack from early 2022
 - **December:** Allocation of funding passed to successful local authorities
 - **January:** launch webinar

2. PROPOSALS

- 2.1. To accept the potential offer of grant funding from the Sustainable Warmth competition for funding to tackle fuel poverty and improve energy efficiency and carbon savings in private sector homes across Cumbria.

- 2.2.** If successful in the bid the City Council, as the lead applicant, will assume the role of Accountable Body for the grant funding and its use across Cumbria. The project will be delivered by the Homelife Home Improvement Agency within Regulatory Services under a single MoU (Appendix A – standard template) between Carlisle City Council and the Secretary of State for BEIS, as per the competition’s guidance for a single lead authority. BEIS states that they will always manage the relationship with the lead authority. BEIS are aware that lead local authorities may administer the grant in various ways and are not prescriptive as to how the relationship between the local authorities in a consortium should be governed.
- 2.3.** It is proposed that there will be a MoU sub agreement between Carlisle City Council and the other district authorities based on the MoU issued by BEIS. It is intended that the City Council will pass part of the BEIS Grant to their consortium partners to be used in accordance with the BEIS Grant Agreement. There is already set up regular weekly Cumbrian Consortium meetings of lead officers from each of the district councils. This group is currently working well and will provide the steering group for the project.
- 2.4.** The funding allows a maximum of 15% administration and ancillary costs. Any costs regarding the design, procurement, marketing will be taken from the administration costs. The amount allocated to Carlisle for administration will reflect the additional responsibilities as lead authority such as additional costs regarding managing the programme, reporting to BEIS, legal and procurement but existing staffing or in-kind costs may not be subsidised. Ancillary costs can also include assessments, retrofit co-ordination costs and any ancillary works that are required before retrofit measures can be installed (such as surveys, damp-proofing, electrical safety etc.). More detail on what the administration and ancillary budget can be used for can be found within the MoU and within the Question-and-Answer document on BEIS Sustainable Warmth webpage.
- 2.5.** Fixed term staff will be employed using the administration costs to help provide the staffing capacity required to deliver the scheme across the district authorities. The other districts, except for Eden District Council who have already employed staff to deliver their other Local Authority Delivery phases, have stated that they would prefer that the staff are employed by Carlisle City Council with the proviso that case officer(s) will be allocated to administering applications from districts to ensure that there is a point of contact. This arrangement will also help meet the requirements of the MoU which states that, “If a use of Consortia is required then appropriate considerations need to be addressed to the extent of delivery across all areas within its consortium, and the opportunities for participation by all of the local authorities, including those who may be less experienced and/or capable.” (Paragraph 23 (f)). The other district councils will help advertise the posts and promote the project within

their areas. A proportion of the revenue administration costs would be allocated to other districts to assist with any costs associated with targeting households, marketing, and promotional activities.

- 2.6.** It is proposed that the capital funding will be allocated equally between the districts however, in line with the MoU, the Authority will consider ways in which the capital budget during the Funding Period can be appropriately managed such that the Grant can be redistributed from poorly performing or slow to deliver areas to those which are meeting their performance and delivery targets. Capital spend will be monitored to ensure that all areas receive a fair share of delivery taking into account differences of population, fuel poverty and homes with poor Energy Performance Certificate ratings across the districts.
- 2.7.** BEIS have stated that they encourage Local Authorities to look at their local supply chains and any national or regional frameworks or Dynamic Purchasing Systems which are either available currently or have been identified or procured by their regional Local Energy Hub on Local Authority Delivery Phase 2, which could be utilised for their delivery. In consultation with the City Council's Procurement Officer, the North West Energy Hub and, as agreed by the steering group of the Sustainable Warmth Cumbrian consortium, it has been decided that Procure Plus Dynamic Purchasing System (DPS), who have been appointed by the North West Energy Hub, will be used to procure contractors to deliver the scheme. This DPS meets the UK and EU procurement guidelines and has been devised specifically to meet the PAS 2035 requirements for Sustainable Warmth and Green Homes Grant projects.

3. RISKS

- 3.1.** Although the City Council would be acting as the accountable body there are no penalties associated with an underspend and should BEIS and the City Council be unable to agree how any unspent grant funding will be used, in line with the expected outcomes of the Sustainable Warmth competition, the City Council would repay the unspent grant, which will be reflected in the MoU that is required for the acceptance of the Grant. The delivery deadline is the 31 March 2023. The Secretary of State has discretion to extend the deadline should the Authority provide a written request to do so.
- 3.2.** Carlisle City Council assume several obligations, including obligations in relation to expenditure of the funds, provision of accounts and other records and information, monitoring standards and use of capital assets purchased. Grant Funding will be allocated to the other districts only when it has been received by Carlisle City Council and any underspends would be returned as per the conditions of the grant. Full details of our obligations are contained within the draft MoU found in Appendix A.

3.3. The following risks have been identified in the delivery of the scheme:

- a.** Installations not meeting quality standards – a procurement exercise will ensure the competency of contractors. It is a condition of the grant that all measures must be compliant with the most up to date “Publicly Available Specification 2035 Retrofitting dwellings for improved energy efficiency. Specification and guidance” (PAS 2035). Installers are required to have the appropriate certifications for the eligible measures that they are installing and must be Trustmark registered.
- b.** Claims made for installations that haven’t happened, haven’t been completed, or that took place prior to launch date of the scheme - approval required before works commence and delivery through approved contractors as is usual process through grants delivered through the Home Improvement Agency.
- c.** Identity theft or falsely claiming low-income status – administrative checks on eligibility.
- d.** Installers overinflating costs – procurement exercise and prior approval of contractors.
- e.** Insufficient demand from potential recipients – demand identified but no penalty for underspend. Access to ‘Pathways’ software that enables local authorities to identify and target potential eligible homes.
- f.** Insufficient capacity to match demand – prior approval required before works commence so budget management will cover approved works.
- g.** Supply problems – the retrofit assessment identifies a medium-term plan so sets out a suite of potential measures that can be used for future. Multiple delivery partners preferred.
- h.** Failure of systems and/or processes which have been included within the Risk Register – project will have its own project management framework including risk register. Monthly reporting on the project is required to be made to BEIS.
- i.** Inappropriate measures installed – it is a requirement of the grant that all retrofitted measures must comply with the new PAS 2035 guidance and an independent retrofit assessment preferred. A risk assessment taking into account the particular issues of both the household and property, including potential conservation issues, must be made as part of the process. The HIA Team Leader has knowledge of the new PAS 2035 guidelines and the HIA is already working to the new PAS 2035 standards for current energy efficiency grant applications.
- J** Unable to recruit to essential delivery roles – for the contractors this risk is reduced by the procurement option detailed in 2.7. The Council can reduce the risk for roles such as the Project Manager by ensuring there is an attractive recruitment package for these temporary posts.

4. CONSULTATION

- 4.1.** The City Council has consulted with Economic Growth Scrutiny panel on 21st October 2021 (GD 72/21). Comments from the EGSP on the 21 October 2021 will be passed to the Executive on the 25 October 2021.
- 4.2.** The North West Local Energy Hub are providing advice and support. The North West Energy Hub is overseen by the 5 local enterprise partnerships (LEP's) in the North West region.
- 4.3.** Lead housing officers from each of the District Councils meet weekly to discuss Sustainable Warmth project. Each of the Cumbrian District Local authorities support the Cumbrian consortium bid. The other Cumbrian authorities, except Eden, do not have a Home Improvement Agency experienced in delivering grant funded energy efficiency projects. Eden is the only Cumbrian authority to have received funding in the 3 previous rounds which also means it would have been less likely to be successful as the accountable body for this Sustainable Warmth competition.
- 4.4.** The City Council's Grants and External Funding Procedure provided the structure for the consultation process with the: Portfolio Holder for Economy, Enterprise & Housing; the Corporate Director of Governance and Regulatory Services; the Corporate Director of Finance and Resources, and the Funding Officer, who have been consulted on the proposed application.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 5.1.** Carlisle has over 2,250 owner-occupied and over 700 privately rented properties which have an EPC rating of E, F or G but which can achieve a minimum C Rating. This is not including the homes who do not have current EPCs but are still eligible for grant funding. The purpose of the Sustainable Warmth competition is to reduce carbon use and make homes more energy efficient, which will support the Council's credentials as climate change champions and add to the fuel poverty schemes already on offer. The scheme will also help boost the local economy.

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 6.1.** Address current and future housing needs to protect and improve residents' quality of life.
- 6.2.** Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle.
- 6.3.** Support Carlisle City Council's Climate change strategy.

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Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS:

LEGAL – Should the Council be successful in its grant application it will have several different roles to play: it will be the accountable body, service deliverer and County ‘supervisor’. In terms of being the accountable body, the Council will need to have suitable arrangements in place to the satisfaction of the s151 officer. These arrangements must be sufficient to ensure that monies are properly accounted for by all involved and appropriate responses are able to be given to the Government. In relation to service delivery, again underpinning documentation will be required to ensure that relevant contracts are in place and procurement rules followed. As alluded to in the report, memorandums of understanding will need to be in place with our colleague Councils to ensure that all monies are spent in accordance with the terms of the grant.

PROPERTY SERVICES – No property implications

FINANCE – This report seeks approval from Executive to formally accept any potential offer of the Sustainable Warmth grant funding for which £19,955,000 has been applied for on behalf of a Cumbrian consortium of district Council's to address fuel poverty and improve energy efficiency and carbon savings in a target of 1,310 mainly private sector properties. If successful, the Council would act as accountable body for the scheme and allocate the funding to the other partners.

If funding is successful, the memorandum of understanding has to be signed within 3 weeks of receipt.

The application allows for 15% of the funding for administration costs in delivering the scheme and this will be shared between the Consortium's partners.

If the application is successful, there would need to be a procurement process to appoint appropriate contractors to deliver the works outlined in the scheme. Due to the value of the funding, any procurement would be over EU thresholds for works contracts.

EQUALITY – None

INFORMATION GOVERNANCE – There are no information governance implications with this report.

SUSTAINABLE WARMTH COMPETITION

**HOME UPGRADE GRANT Phase 1
AND/OR
LOCAL AUTHORITY DELIVERY Phase 3**

**MEMORANDUM OF UNDERSTANDING
Between the**

SECRETARY OF STATE FOR BUSINESS, ENERGY AND INDUSTRIAL STRATEGY

And

[INSERT LEAD LA]

DRAFT

MEMORANDUM OF UNDERSTANDING

SUSTAINABLE WARMTH COMPETITION

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MEMORANDUM OF UNDERSTANDING

DEFINITIONS

In this MoU the following terms will have the following meanings:

“the Authority”, the Local Authority with whom this MOU is signed by and in the case of a Consortium, means the local authority that is to sign this MOU and it the lead Authority and to whom the Grant is to be paid by the Secretary of State subject to the provisions of this MOU.

“BEIS” means the Department for Business, Energy and Industrial Strategy.

“Commencement Date” refers to **[Insert Date]** when the MoU is signed and therefore comes into effect.

“Consortium” means a group of local authorities working together to deliver the Proposal set out in Annex 7 under the leadership of the Authority.

“Eligible Installer” means contractors that are currently trading, are registered with TrustMark¹ and all projects must be compliant with *“PAS 2035:2019 Retrofitting dwellings for improved energy efficiency. Specification and guidance*. Installers are required to have the appropriate certifications for the Eligible Measures that they are installing on behalf of the Authority as set out in the Proposal. PAS 2035:2019 requires that all energy efficiency measures within the scope of the PAS2030:2019 standards must be delivered by installers who are certified to this standard and all low-carbon heating measures must be installed by a MCS certified² installer. We expect all contractors to work safely as we recover from the pandemic, following Covid-19 secure working practices.

“Eligible Expenditure” means payments by the Authority during the Funding Period for the purposes of delivering the Proposal which comply in all respects with the rules set out in paragraphs 15 to 21 (Scope of Activity) of this MOU.

“Eligible Household” means a household which meets the eligibility requirements to which Eligible Measures may be delivered on behalf of the Authority as set out in the Proposal i.e. households receiving measures are low-income and have a combined household annual income of no more than £30,000 gross, before housing costs and where benefits are counted towards this figure; or are low-income households who are likely to be living in fuel poverty verified by LAs using alternative methodologies, such as means tested benefits, charity and health referrals, locally held data. Eligible households must live in a domestic dwelling in England with an EPC Rating of D, E, F or G, or to a park home where this has been demonstrated as appropriate, to which Eligible Measures may be delivered on behalf of the Authority as set out in the Proposal.

“Eligible Measures” are any energy efficiency and heating measures compatible with the Standard Assessment Procedure (SAP) that will help improve EPC band D,

¹ Or a scheme that the Secretary of State is satisfied is equivalent.

² Or a scheme that the Secretary of State is satisfied is equivalent.

(DRAFT) MEMORANDUM OF UNDERSTANDING FOR SUSTAINABLE WARMTH COMPETITION

E, F or G rated homes. This includes, but is not limited to, energy efficiency measures (such as wall, loft, and underfloor insulation) and low carbon heating technologies. This is with the exception of heating systems which are solely fuelled by fossil fuels, such as the installation or repair of a fossil fuel-based heating system, or the replacement of an existing fossil fuel-based heating system with another fossil fuel-based heating system, are not in scope. For more information on Eligible Measures please refer to Section 2.1.5 of the Sustainable Warmth Competition Guidance document.

“Funding Period” is the period for which the Grant is awarded starting on the Commencement Date to 31 March 2023.

“the Grant” is the capital funding made available by the Secretary of State to the Authority under this MOU to deliver the Sustainable Warmth Competition as stated in paragraphs 9 to 14.

“Home Upgrade Grant Phase 1” £150m available for support for low-income households off-gas grid through the Home Upgrade Grant Phase 1 (HUG) scheme.

“Local Authority Delivery Scheme Phase 3” a third phase of LAD with £200m available for support. LAD Phase 3 has a refined scope with support available to low-income households heated by mains gas only.

“Monthly Report” has the meaning given to it in paragraph 53.

“the Parties” means the Secretary of State and the Authority together collectively.

“Project Team” means the Sustainable Warmth project team within BEIS responsible for the delivery of the Sustainable Warmth Competition

“Project Board” means the lead governing authority for the Sustainable Warmth Competition.

“Proposal” means the Authority’s proposal set out in Annex 7.

“Secretary of State” means the Secretary of State for Business, Energy and Industrial Strategy.

“Services” are the services the Authority is expected to procure for delivery under the Sustainable Warmth Competition.

“Spend” means any funding committed and accrued to an Eligible Expenditure, as long as such activity is due for completion within the Funding Period.

“Sustainable Warmth Competition” means funding via the Home Upgrade Grant Phase 1 (HUG1) and/or Local Authority Delivery Phase 3 (LAD3) which starts from the Commencement Date and concludes on 31 March 2023.

“RHI” means the Renewable Heat Incentive, a government financial incentive to promote the use of renewable heat.

(DRAFT) MEMORANDUM OF UNDERSTANDING FOR SUSTAINABLE WARMTH COMPETITION

PURPOSE

1. To establish the way the parties to the Memorandum of Understanding (hereafter referred to as the “MOU”) will work together to deliver the Sustainable Warmth Competition in England.
2. To clarify the roles and responsibilities of the parties to the MOU.
3. The Parties to this MOU are:
 - (i) The Secretary of State for Business, Energy and Industrial Strategy (“**Secretary of State**”); and
 - (ii) [INSERT LEAD LA] known as “**the Authority**”.

The Secretary of State and the Authority are known together collectively as “**the Parties**”.

4. The Secretary of State has decided to grant capital funding through the Sustainable Warmth Competition to the Authority. The Authority has committed to spend such funds to deliver Eligible Measures to Eligible Households, using Eligible Contractors.
5. The Parties wish to record their understanding regarding the Grant funding which are detailed in this MOU.

BACKGROUND

6. The Sustainable Warmth Competition is a single funding opportunity which brings together two fuel poverty schemes. Through the Sustainable Warmth Competition, Government aims to save households money, reduce fuel poverty, cut carbon and supports the aims of the Prime Minister’s 10 Point plan for a Green Industrial Revolution. The Sustainable Warmth Competition provides funding to upgrade homes both on and off the mains gas grid and is comprised of £200m for low-income households heated by mains gas through a third phase of LAD and up to £150m for low-income households off the gas grid through HUG Phase 1.
7. The Sustainable Warmth Competition sets out to improve low energy performance off grid and on gas grid homes in England by installing Eligible Measures. A competition was launched on [Insert Date] offering Local Authorities and Local Energy Hubs the opportunity to apply for funding. Upgrades delivered through the Sustainable Warmth Competition should be completed by the delivery deadline of 31 March 2023.

OUTCOMES

8. The primary purpose of the Sustainable Warmth Competition is to raise the energy efficiency rating of low-income and low EPC rated homes (those with D, E, F or G) on the gas grid and off the gas grid. This funding will also support low-income households with the transition to low-carbon heating. We expect the Sustainable Warmth Competition to result in the following outcomes:
- a. Tackle fuel poverty by increasing low-income homes' energy efficiency rating while reducing their energy bills – a key principle of the Sustainable Warmth: Protecting Vulnerable Households in England Strategy 2021.
 - b. Deliver cost effective carbon savings to carbon budgets and progress towards the UK's target for net zero by 2050.
 - c. Support clean growth and ensure homes are thermally comfortable, efficient, and well-adapted to climate change.
 - d. Support economic resilience and a green recovery in response to the economic impacts of Covid-19, creating thousands of jobs.

The Sustainable Warmth Competition will support energy efficiency measures and low carbon heating for off gas grid homes and on gas grid homes, with an aim of upgrading homes to a target energy efficiency rating of EPC C, or EPC D where this is not possible.

THE GRANT

9. The Secretary of State grants the Authority capital funding of [Insert value] ("the **Grant**") to deliver the outcomes in line with their Proposal. This funding is subject to the Authority providing the documentation and information in accordance with paragraph 10.
10. The Authority will as soon as possible and by [Insert date] at the latest provide the Secretary of State with the documentation and information listed in Paragraph 88, Table 1.
11. The Secretary of State intends to pay the Grant within [x working days] of receipt of the completed documentation and information listed in Paragraph 88, Table 1.
12. The Grant is made available for use during the Funding Period.
13. At the Secretary of State's sole discretion, the Secretary of State reserves the right to determine an extension to the Funding Period beyond 31 March 2023, should the Authority provide a request in writing to do so.

(DRAFT) MEMORANDUM OF UNDERSTANDING FOR SUSTAINABLE WARMTH COMPETITION

14. The Authority will ensure that any public communications it issues about the Sustainable Warmth Competition, or the Proposal are not misleading as to the extent to which they are funded by the Secretary of State.

SCOPE OF ACTIVITY

15. The Authority will use the Grant in accordance with the provisions of this MOU to only incur Eligible Expenditure.
16. In delivering the Proposal, Eligible Expenditure are payments properly incurred in relation to:
 - a. A recipient who is an **'Eligible Household'**; and
 - b. Installation of **'Eligible Measures'** which aims to improve homes towards EPC C and above; and
 - c. completed by an **'Eligible Contractor'**; and
 - d. Installation is completed during the **'Funding Period'**.
17. Cost upgrades for on the gas grid homes (LAD3):

For low-income households in owner occupier properties the maximum per property subsidy will be £10,000 and no household contribution towards the cost of the upgrade will be required. Where a low-income household resides in a rented property (either with a private or social landlord), the maximum subsidy will be £5,000 per property and the landlord will be required to fund at least one third of the overall costs.

LAD Phase 3 Funding	Minimum Landlord Contribution	Total Cost
£1,000	£500	£1,500
£2,000	£1,000	£3,000
£3,000	£1,500	£4,500
£4,000	£2,000	£6,000
£5,000	£2,500	£7,500

18. Cost of upgrades for off the gas grid homes (HUG1):

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The average cost caps of upgrades will be on a sliding scale according to the starting EPC band and starting heating fuel type as set out below. Where housing is owner occupied (private homeowners), no household contribution towards the costs of the upgrade will be required. Where a property is rented to a tenant by a private landlord, the landlord will be required to fund one third of the cost of upgrades, with the remaining costs provided up to the respective total cost caps outlined below.

	F&G	E	D
Electric	£20,000	£15,000	£10,000
	F&G	E	D
Off Gas Grid Fossil Fuel (oil, LPG, coal)	£25,000	£20,000	£15,000
Park Homes (off the mains gas grid)	£15,000		

19. Where the Grant includes capital funding, accounting standards permit, in certain circumstances, the capitalisation of costs incurred when delivering the capital assets for the Proposal (for example, administrative and ancillary). The Authority will keep such costs incurred in delivering the Proposal below 15% of the HUG total Grant and 15% of the LAD total Grant independently provided by the Secretary of State. In all other cases capital funding must not be spent on revenue.
20. The Authority will use Eligible Installers who are suitably certified as defined above.
21. Without prejudice to any other provisions of this MOU, the Authority will not use the Grant for the following purposes:
 - a. For the provision of measures which are not Eligible Measures.
 - b. To fund the provision of any lending to third parties.
 - c. To replace funding for an existing project, including any staff costs for an existing project and any projects to deliver statutory obligations, although the Grant may be used to extend the geographical coverage, scope or scale of an existing project (and for additional staff costs attributable to the extension of the project).
 - d. Use for activities of a political or religious.
 - e. Use in respect of costs reimbursed or to be reimbursed by funding from public authorities or from the private sector.
 - f. Use in connection with the receipt of contributions in kind (a contribution in goods or services as opposed to money).
 - g. Use to cover interest payments (including service charge payments for finance leases).

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- h. Use for entertaining (entertaining for this purpose means anything that would be a taxable benefit to the person being entertained, according to current UK tax regulations).
- i. Use to pay statutory fines, criminal fines or penalties.
- j. Use to pay for eligible costs incurred before the date of this MOU: or
- k. Use in respect of Value Added Tax (VAT) that the Authority is able to reclaim from HM Revenue and Customs.

VALUE ADDED TAX

22. Eligible Expenditure is net of VAT recoverable by the grant recipient from HM Revenue & Customs, and gross of irrecoverable VAT. This means that all grants are outside the scope of VAT.

USE OF THIRD-PARTY DELIVERY PARTNERS

23. Where the Authority is not directly responsible for delivery and instead chooses to provide funding to other public bodies (e.g. local authorities), the Authority will ensure that funding provided:
- a. Addresses the primary objectives of the Sustainable Warmth Competition targeted at low income and low EPC rated households off-the-gas-grid and on the gas grid.
 - b. Is deliverable within the timescales set out for the Funding Period.
 - c. Considers value for money with regard to the total number of homes upgraded by measure and the total administrative and management costs which will be borne by the third party.
 - d. Identifies any additional value-adding elements which are aligned to the overall objectives of the Sustainable Warmth Competition.
 - e. Can be reported against in line with the KPIs and reporting arrangements as set out in this MOU.
 - f. If a use of Consortia is required then appropriate considerations need to be addressed to the extent of delivery across all areas within its consortium, and the opportunities for participation by all of the local authorities, including those who may be less experienced and/or capable.
24. For the avoidance of doubt, where the Authority provides any funding to third parties for activities undertaken during the Funding Period, it will ensure that the provisions within this MOU are included in any arrangement with these third parties.

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25. The Authority is expected to work with these third parties to ensure that key risks are identified and managed.
26. In the consideration of use of Consortia, the Secretary of State acknowledges that it may not be appropriate to implement commercial contractual arrangements between the Authority and other public bodies. However, the Authority will consider ways in which other public bodies' performance during the Funding Period can be appropriately managed such that the Grant can be redistributed from poorly performing or slow to deliver third parties to those which are meeting their performance and delivery targets.

INTERACTION WITH OTHER FUNDING

27. Grants received from the Sustainable Warmth competition cannot be blended with other government schemes such as the Energy Company Obligation (ECO), Green Homes Grant Vouchers, or the Social Housing Decarbonisation Fund schemes (SHDF), for the same individual measure, although it is possible for installations to be undertaken for the same property where the installation measures are not the same. For example, a contractor delivering support to a household may be funded through HUG or LAD to install a heat pump and funded separately by ECO to install solid wall insulation.
28. The Sustainable Warmth Competition is grant funding from public funds, therefore, for the purposes of the Renewable Heat Incentive (RHI) any funding from Sustainable Warmth Competition for low carbon heating measures would be deducted from RHI's payments as per the RHI rules on grant funding. Local authorities should be aware of RHI rules, including that to be eligible for RHI the applicant must have made some financial contribution toward the cost of purchasing or installing their heating system.
29. The Authority will introduce controls to ensure households are not in receipt of funding derived from the Sustainable Warmth Competition and other government schemes, apart from the RHI, on the same measure.
30. The Authority can, however, blend funding they receive from the Sustainable Warmth Competition with third party finance or local authority budgets to deliver additional support to communities.
31. The Secretary of State intends to utilise data matching between schemes in order to monitor that the same measure installed in the same property is not claimed for under different schemes.

SUBSIDY CONTROL

32. The Authority acknowledges that it will ensure that the Grant and use of it does not breach any applicable subsidy control regime.

(DRAFT) MEMORANDUM OF UNDERSTANDING FOR SUSTAINABLE WARMTH COMPETITION

33. To minimise the risk that a court of competent jurisdiction requires grant funding to be repaid, the Authority will:
 - a. Comply with any applicable subsidy control regime in its use of the Grant and its delivery of the Proposal.
 - b. Ensure that use of the Grant in connection with the Proposal complies with any applicable subsidy control regime; and
34. Obtain and retain all declarations and information as may be required to enable both the Authority and the Secretary of State to comply with any applicable subsidy control regime, and to provide copies of such declarations and information to the Secretary of State when required to do so.

PROCUREMENT AND OTHER BENEFITS TO THIRD PARTIES

35. The Authority will, in delivering the Proposal:
 - a. Comply with all relevant requirements of UK law relating to public procurement in force and applicable from time to time.
 - b. The Authority will give due consideration to the use of Small & Medium Enterprises (SMEs) within the supply chain, and ensure contracting and sub-contracting opportunities are advertised as such to encourage participation of SME and local supply chains. BEIS has its own SME action plan, which can be found using the following link: <https://www.gov.uk/government/publications/beis-small-and-medium-enterprises-sme-action-plan>.
 - c. When conducting procurement activities, the Authority will comply with the obligations under the Equality Act 2010 and its associated Public Sector Equality Duty.
 - d. The Authority will comply with the Local Government Transparency Code 2015.

SUPPLY CHAIN MANAGEMENT EXPECTATIONS

36. The Authority acknowledges that when managing its supply chain it should expect its suppliers and subcontractors to meet the standards set out in the Government Supplier Code of Conduct published by the HM Government on best practise expectations referenced below:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779660/20190220-Supplier_Code_of_Conduct.pdf.

PROMPT PAYMENT

37. In delivering the Proposal, the Authority will, unless the Secretary of State agrees otherwise in writing, pay the person from whom any goods, works or services are purchased within 30 days of receiving a valid undisputed invoice from that contractor.
 - a. The Authority will also ensure this payment timeline is included within any sub-contract arrangements of the contractor.

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38. The Authority will ensure that where it uses third-party delivery partners, in accordance with paragraph 23, that the funding provided is also paid within 30 days of receiving a valid undisputed invoice from that contractor, or from receiving an acceptable proposal from a public body.
 - a. When payment is made in accordance with Paragraph 23, the Authority will ensure that these payment timelines are included within any sub-contractors of the third parties in accordance with Paragraph 24.

MODERN SLAVERY, CHILD LABOUR AND INHUMANE TREATMENT

39. The Authority acknowledges throughout the Grant period of delivery that it should maintain its own policies and procedures to ensure its compliance with the Modern Slavery Act 2015 and include in its contracts with its Suppliers and Subcontractors anti-slavery and human trafficking provisions.
40. If the Authority becomes aware of any concerns that any part of the supply chain may have breached the Modern Slavery Act 2015 then this must be reported within the Risk Management procedure and the Project team be informed instantly.

COMMERCIAL USE OF THE GRANT

41. The Authority will not use the Grant, or any asset financed wholly or partly by it, to generate revenue or make a capital gain, except to the extent agreed as part of the Proposal. If the Authority does so, it will:
 - a. Inform the Secretary of State immediately and in writing; and
 - b. Agree that the Grant may be reduced by the amount of that revenue or gain (as the case may be).

GRANT WITHDRAWAL AND REPAYMENT

42. In accordance with paragraphs 42 to 48, it is the understanding of the Parties that the Secretary of State may request the Authority to repay all, or any proportion of, the Grant, together with interest (calculated in accordance with paragraph 46).
43. The Authority accepts that the Secretary of State may exercise the options referred to in paragraph 21 where the Secretary of State:
 - a. is required to cease grant funding or to recover all, or any proportion, of the Grant or any other amount by virtue of a decision of a court or other competent authority; or
 - b. Has reasonable grounds to consider that the payment of the Grant, or the Authority's use of it, contravenes any requirement of law, in particular (but without limitation) law relating to subsidy control.

(DRAFT) MEMORANDUM OF UNDERSTANDING FOR SUSTAINABLE WARMTH COMPETITION

- c. Has reasonable grounds to consider that the Grant was irregularly obtained or spent in a way that does not meet the Sustainable Warmth Competition outcomes referred to in paragraph 15 to 21.
- 44. When exercising the options referred to in paragraph 21, the Secretary of State will notify the Authority of the grounds concerned and as far as possible, consider the Authority's representations made within any reasonable timeframe required by the Secretary of State.
- 45. A decision by the Secretary of State to ask the Authority to repay the Grant will be communicated by letter, and the Authority will make that repayment within 30 days of the date of that letter or within any later reasonable timeframe agreed by the Secretary of State in writing.
- 46. Where the Secretary of State requests repayment, interest will be calculated from the date of the Grant payment, in accordance with:
 - a. the retail prices index over the relevant period (that index being taken as 0% for any period during which the index is negative); or
 - b. any other rate required by law in the circumstances if it is higher.
- 47. Where the Authority does not make the relevant payment within the timeframe specified in paragraph 45, further interest on the outstanding sum (inclusive of interest already charged under paragraph 46 will accrue, after that deadline, at the statutory rate of interest under Section 6 of the Late Payment of Commercial Debts (Interest) Act 1998 or any other rate required by law in the circumstances, if it is higher).
- 48. Should the Secretary of State not exercise their options under paragraph 43 or delay in doing so, this will not constitute a waiver of those options unless the Secretary of State confirms such a waiver in writing. Furthermore, any such written waiver will not be taken as a precedent for any other, or subsequent, circumstances.

SUSPENSION

- 49. The Secretary of State may suspend payment of the Grant where:
 - a. One of the grounds in paragraph 43 arises.
 - b. The Secretary of State has reasonable cause to believe that one of those grounds may have arisen, or is likely to arise; or
 - c. One of the provisions of the MOU is not met by the Authority.
- 50. In the case of any suspension, unless the Secretary of State confirms a contrary agreement in writing:
 - a. The Authority will continue to comply with the requirements of this MOU including any deadlines occurring during the period of suspension; but
 - b. The Authority will not make any further use of the Grant until the Secretary of State has authorised continued use of the Grant in writing.
- 51. The Authority will inform the Secretary of State in writing if it has any concerns that any of the grounds in paragraph 43 might arise or that it will not be able to

(DRAFT) MEMORANDUM OF UNDERSTANDING FOR SUSTAINABLE WARMTH COMPETITION

meet the provisions of the MOU. If such concerns arise after the Authority has received the Grant, the Authority will not make any use of the Grant until the Secretary of State has authorised continued use of the Grant in writing.

AGREED USE OF UNDERSPEND

52. In the event that the Authority does not use all the Grant to secure delivery of the Proposal by the end of the Funding Period:
- a. The Parties will work together to agree how the Authority will spend any unspent Grant funding in line with the expected outcomes of the Sustainable Warmth Competition.
 - b. The Secretary of State reserves the right to determine an extension to the Funding Period, should the Authority provide a request in writing to do so as per paragraph 13.
 - c. If the Parties are unable to reach an agreement described in sub-paragraph (a), the Authority agrees to repay the unspent Grant within 30 days of the end of the Funding Period.

GOVERNANCE

53. On a monthly basis, the Authority will provide a report to the Project Team covering the period from the first to last day of the month and provided on or before the 10th working day of the subsequent month (the "Monthly Report"). For example, the report covering the delivery period of 1 - 31 January 2022 will be required to be submitted by the 10th working day of February 2022. This will need to include inputs as required from local authorities within the Authority's consortium, where applicable. At a minimum, the Authority will provide;
- a. an update of the Authority's progress against each Key performance Indicator (KPI)
 - b. an overall RAG (red, amber, green) status for their project
 - c. an update on overall delivery confidence
 - d. top 5 risks, issues and/or incidents of fraud
 - e. any items the Authority wishes to escalate to BEIS
54. Should the Project Team identify in the Monthly Report a significant variation in the Authority's performance against their targets stipulated in relation to the KPIs the Project Team, on behalf of the Secretary of State, may request a recovery plan, see Annex 9, detailing the interventions required to recover the project(s).
55. The Project Team will determine if the interventions detailed in the recovery plan provide confidence of project recovery. If necessary, the Project Team will provide further recommendations to address areas of concern. The Project Team and the Authority will jointly agree a timescale to implement the interventions.

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56. Should the Authority need to action the (a) interventions of the KPIs being met, and fail to see project(s) recovery, or (b) report any of the Top Fraud Risks and (c) fail to implement the interventions necessary regarding corrective action, this will be escalated to the Project Board.
57. The Project Team and the Authority may seek to have a regular monthly meeting to discuss the progress of delivery of the Proposal and any issues arising from the Monthly Report. Where applicable, the Project Team will issue the agenda and relevant actions from these meetings. At a minimum, the Authority will provide everything listed in paragraph 53 to the Project Team.
58. The Project Team and the Authority may agree to schedule ad-hoc meetings outside of the monthly meetings. These requests will be considered on a case by case basis and reasonable notice will be provided, as well as a proposed agenda.

CHANGE REQUESTS AND VARIATIONS

59. The Authority will notify the Project Team, if there are any variations or significant risks to delivery within the Funding Period by following the relevant change request process which will be set out in the final version of this document.
60. No variation of this MOU will be effective unless it is agreed in writing and signed by both Parties. This does not prevent either Party making reasonable changes in relation to the administrative arrangements in the MOU (such as contact details) by notice in writing to the other Party, without such agreement in writing signed by both Parties.

RISK MANAGEMENT

61. The Authority agrees to provide assurance that risks in relation to the Proposal have been identified and mitigated. The Authority will complete the Risk Register in Annex 4 and return it to the Secretary of State as part of their MOU submission.
62. In providing assurance about the management of risks the Authority will identify risks and issues which arise from its own activities and those which arise from third parties, including those delivering measures or services under the scheme and those referring potential scheme recipients or otherwise publicising the scheme.
63. The Authority will also include any other risks not included in the preceding paragraph 62 which it believes are relevant to the scheme.
64. As part of the Monthly Report, the Authority will report the status of the risks and issues identified within the Risk Register and whether any new risks or

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issues have emerged. The report will also provide a statement as to whether risk management is effective and whether any remedial action is necessary. The Authority will share both the risks it is managing, and risks raised by local authorities or any other third-party delivery partners.

65. As soon as it becomes apparent to the Authority or the Project Team that a risk will significantly impact on the delivery of the Proposal, the Project Team and the Authority will develop and work through recommendations on each area of concern and work together to address concerns.

FRAUD

66. As part of the delivery of the Proposal, the Authority will be responsible for carrying out or arranging for the reasonable ongoing due diligence, controlling, monitoring, reporting, as well as managing any specific cases of suspected or identified fraud.
67. The Secretary of State has specified that all Authorities funded through the Sustainable Warmth Competition should, at a minimum, have a robust fraud risk assessment in place, with mitigating counter fraud actions, to provide assurance about the management of fraud risks. The Authority agrees to provide a completed fraud risk assessment to the Secretary of State upon request.
68. The Authority acknowledges it should implement controls to reduce the risk of fraud where possible, considering the following options when doing so:
 - a. Implementing strategies regarding Counter Fraud, Bribery and Corruption.
 - b. Staff awareness through training and educating all employees on fraud risk and appropriate action to take if fraud is suspected.
 - c. Aiming to design fraud out of the Authority's stages of the grant process.
 - d. Through regular risk assessments throughout the Projects time frame.
 - e. The use of the Authority's Audit officer to proactively look for the potential fraud.
 - f. Appropriate whistleblowing arrangements to support the reporting of fraud.
 - g. Regular site visits in regard to oversight of the delivery implementation.
69. In accordance with paragraphs 67 and 68, incidents of fraud will continue to be reported monthly throughout the Funding Period.
70. The Authority will inform the Project Team at the earliest opportunity of any reports it has received or identified relating to any suspected fraudulent activity

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relating to the delivery of the Proposal and include a summary of investigative and/or corrective action.

PERFORMANCE

71. During the Funding Period, the Authority will provide the information (described as Authority responsibilities in the table below) to the Project Team in their Monthly Report submission in relation to the KPI targets described in the table below and as further stipulated in the Proposal (attached as Annex 7).
72. To measure performance, the Project Team will assess performance levels against the monthly target forecast (from the grant assessment proposal) given by the Authority as a benchmark accordance with the levels set out in the table below. All forecasted figures against the KPIs will be reviewed to consider risks around deliverability.
73. The Authority will submit the monthly report figures split by either HUG Phase 1 or LAD 3 so that KPIs can be monitored separately. If both are applied for then 2 separate reports will be needed per scheme.
74. KPIs 1a, 1b, 2a and 2b should reflect the figures of the reporting month provided to BEIS within 10 working days of reporting month end. KPIs 3a and 3b should reflect the figures of the reporting month, at the month end. However, 3b will be given as a 1 month lag and be submitted month end of the following month it is reporting on.
75. If the Authority fails to provide their monthly report submission on or prior to the reporting deadline:
 - a. KPA 1a, 1b, 2a, 2b, 3a - 10 working days after the last day of the previous month. (Reporting on the previous month).
 - b. KPA 3b – Last working day of the month (Reporting on the previous month)

The Project team will alert the Authority within 2 working days to submit the information. The Authority will be given a further 2 days from this communication to rectify and send the information before the Project team escalates this query to the project deputy director who will contact the person who has signed the MOU. If there is still no response within a further 2 days, the project SRO will escalate this further to the Authority's Chief Executive.

76.

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Sustainable Warmth KPIs					
Key Performance Indicators	Definition of KPI	Data & Reporting	Timing	Performance Level Ratings	Benchmark
PLANNING 1a: Number of houses validated and scheduled in to receive measures within the 3-month period (in period scheduling rather than installation)	The number of homes which are fully eligible under the scheme that have agreed to an installation and that you are reasonably sure will participate in the works in each month.	Authority responsibilities - To give monthly report using a Monthly Reporting Template (tbc) Project Team responsibilities - To calculate the rolling 3-month average. ((a)Month 1 - MTh 1 figures reported, (b)Month 2 - MTh 1 + MTh 2 figures then averaged and reported (c)Month 3 – Mth1 + 2 + 3 then average reported (d)Month 4 – MTh 2 + 3 +4 average reported). Calculation will be done once data from LA received. Calculation purpose to compare actual to forecast and to give a forward directional look to the project.	Report the current Month (return to BEIS within 10 days of Month end)	1.) GREEN (ACCEPTABLE) - Less than 10% variation 2.) AMBER (COMFORTABLE) - 11% - 40% variation 3.) RED (AT RISK) - 40% - 100% variation	90-100% Scheduled (GREEN - Less than 10% variation)
PLANNING 1b: Cumulative number of houses validated and scheduled in to receive measures within the to Date period (in period scheduling	This number should indicate the number of homes which are fully eligible under the scheme that have agreed to an installation and that you are	Authority responsibilities - To give monthly report using a Monthly Reporting Template (tbc). Project Team responsibilities - To calculate the cumulative to date view once received data from LA. To	Report the current Month (return to BEIS within 10 days of Month end)	1.) GREEN (ACCEPTABLE) - Less than 10% variation 2.) AMBER (COMFORTABLE) - 11% - 40% variation 3.) RED (AT RISK) - 40% - 100% variation	90-100% Scheduled (GREEN - Less than 10% variation)

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rather than installation)	reasonably sure will participate in the works in the given cumulative period to date.	compare actual to forecast.			
<u>DELIVERY 2a:</u> Number of houses with the installation of all measures completed within month.	The number of homes that have received all the measures that they will receive under Sustainable Warmth, in a given month.	<i>Authority responsibilities</i> - To give monthly report using a Monthly Reporting Template (tbc). <i>Project Team responsibilities</i> - To calculate the monthly comparability actual to forecast.	Report the current Month (return to BEIS within 10 days of Month end)	1.) GREEN (ACCEPTABLE) - Less than 10% variation 2.) AMBER (COMFORTABLE) - 11% - 40% variation 3.) RED (AT RISK) - 40% - 100% variation	90-100% Fulfilled (GREEN - Less than 10% variation)
<u>DELIVERY 2b:</u> Cumulative number of houses with the installation of all measures completed compared to the cumulative forecast.	The number of homes that have received all the measures that they will receive under Sustainable Warmth, cumulatively.	<i>Authority responsibilities</i> - To give monthly report using a Monthly Reporting Template (tbc). <i>Project Team responsibilities</i> - To calculate the cumulative to date view once received data from LA and to compare actual to forecast.	Report the current Month (return to BEIS within 10 days of Month end)	1.) GREEN (ACCEPTABLE) - Less than 10% variation 2.) AMBER (COMFORTABLE) - 11% - 40% variation 3.) RED (AT RISK) - 40% - 100% variation	90-100% Installations Completed (GREEN - Less than 10% variation)
<u>REPORTING 3a:</u> Submission of Performance Monitoring Data Monthly Report in an accurate and timely manner	To provide all of the monthly performance monitoring data around KPI's, Costings/Forecasts/Actuals of Installations,	<i>Authority responsibilities</i> - To give monthly report using a Monthly Reporting Template (tbc). <i>Project Team responsibilities</i> - To calculate the days late and for the system to flag gaps	Monthly (at the Month end)	1.) GREEN (ACCEPTABLE) - 0 days 2.) AMBER (COMFORTABLE) - 1 - 2 days 3.) RED (AT RISK) - 3 days +	100% complete and 0 days late

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	Risks/Fraud Reporting	that need to be filled in.			
REPORTING 3b: Submission of Scheme Delivery Data ("Data Dictionary") reporting in an accurate and timely manner	To provide all of the monthly reporting around Scheme delivery data.	Authority responsibilities - To give monthly report using annex 10 – Scheme Delivery Data Report Template. Project Team responsibilities - To calculate the days late and for the system to flag gaps that need to be filled in.	Monthly (at the Month end but 1month lag)	1.) GREEN (ACCEPTABLE) - 0 days 2.) AMBER (COMFORTABLE) - 1 - 2 days 3.) RED (AT RISK) - 3 days +	100% complete and 0 days late

77. The Project Team will conduct a mid-term review to assess the overall performance of the Authority. The Authority will provide an update on delivering the outcomes for the Funding Period in line with their Proposal and this MOU. The Project Team will produce a Delivery Confidence Assessment (DCA), based on this update and the information from performance levels in accordance with paragraph 61 and the monthly reports in accordance with paragraph 53.
78. The DCA will be conducted in accordance with the below.

DCA	Example Description
Green	Project will deliver its full scope within the timescale agreed.
Green/Amber	While there are significant risks to the project these are being effectively managed, and delivery is still expected to be achieved to time and scope.
Amber	Project no longer expects to deliver the full scope within the timescale agreed. Corrective action(s) to improve performance should be identified and discussed with BEIS.
Amber/Red	Project delivery is at risk and corrective actions are not currently sufficient. There are severe risks threatening delivery of the project. This rating can also be used in other damaging circumstances such as when significant fraud has been perpetrated.
Red	Project will not deliver the full scope within the specified timescales. A recovery plan would be requested.

MONITORING, EVALUATION AND AUDIT

79. The Authority will support all activities in relation to monitoring, evaluation and audit. The Authority will:
- a. Respond fully, truthfully and promptly to any enquiries the Secretary of State, or the Comptroller and Auditor General, or their representatives, may make about the Proposal or the use of the Grant and provide any information and evidence reasonably requested, including by providing a statement of usage of the Grant (at such times, and in such form, as they may reasonably specify).
 - b. Allow the Secretary of State, the Comptroller and Auditor General, and their representatives, access to all relevant documents and records, and reasonable access for inspecting any relevant site.
 - c. Where requested, ensure that any information or evidence provided to the Secretary of State, the Comptroller and Auditor General, or their representatives, is audited by an identified and independent reporting accountant or otherwise confirmed or verified by a person of such other relevant expertise as they may reasonably specify; and
 - d. Give reasonable assistance to the Secretary of State or the Secretary of State's contractors to carry out work in connection with the Grant throughout delivery of the Proposal and up to two years after completion of the Proposal, for example as part of the Secretary of State's ongoing monitoring and evaluation commitments.
 - e. Cooperate with BEIS contractors on related evaluation projects (e.g., LAD, HUG, SMETER) and cooperate with the Secretary of State's appointed advisers.
 - f. Provide a monthly report to BEIS via a secure cloud computing platform that is currently in development, containing a text description of that month's overall delivery progress, risk and issues encountered, evidence of due diligence to manage fraud risk and data on progress against each KPI (see Paragraph 73).
 - g. Provide monthly record-level management information data on the status and characteristics of each installation delivered via the same platform. Please see Annex 10 for an example of the template we will provide for the submission of these reports. Further information is provided within the guidance document.
 - h. Include these data collection requirements in all relevant contracts with installers and delivery partners, ensuring they understand and accept them. Make available our standardised Privacy Notice (see Annex 6) to all data subjects, prior to the collection of data, to support compliance with data processing transparency requirements. Where explicit consent is required from data subjects, use either BEIS's consent statement (see Annex 12) or functional equivalent to capture this consent, and maintain logs of this in your data as per the requirements.

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- i. Agree and sign a standardised Data Sharing Agreement (see Annex 5) between the Authority and the Secretary of State prior to the transfer of the above data.
- j. Demonstrate sufficient staffing resource in funding applications to manage the above requirements to an effective level of quality and maintain this level of resource for the full project duration.

RECORD KEEPING

80. The Authority will keep for ten years records relating to any spending funded (or defrayed) by the Grant. Such records should indicate:
- a) The identity of any third party concerned and their business.
 - b) The amounts any third party has been given.
 - c) The purpose for which the money was spent.
 - d) Evidence that contracts have been awarded in accordance with public procurement law where they are required to be; and
 - e) Details of and information relating to any significant sub-contracting by the Authority.

DATA PROTECTION

81. In so far as it is possible to do so in accordance with the Data Protection Act 2018, the UKUK General Data Protection Regulation (UK GDPR) and the Market Research Society Code regarding the collection and use of personal data for research and statistical purposes and all other law, the Authority agrees to collect information for evaluation and reporting purposes (referred to below as “the Information”) in a way which:
- a. Allows it to share the Information with BEIS, in accordance with the principles set out in the Data Sharing Agreement (See Annex 5) and as referenced in the Monitoring, Evaluation and Audit section of this MoU.
 - b. Allows BEIS to share the Information with any of its research or evaluation service providers.
 - c. Allows BEIS to use the Information for research and statistical purposes (this does not include publishing the Information in a way that identifies individual households) provided always that BEIS complies with the provisions of the Data Protection Act 2018 and UK GDPR.
 - d. Allows BEIS to keep names and contact details of the local authority and its delivery partners on file for use in the in-house CRM system to enable better relationship management (see the LA privacy notice in Annex 11).

FREEDOM OF INFORMATION

82. The Parties may be obliged to disclose information relating to the Sustainable Warmth Competition, the Grant, and the Proposal under the Freedom of Information Act 2000, the Environmental Information Regulations 2004 or under another requirement of law.
83. The Parties will assist and cooperate with each other as reasonably requested to facilitate compliance with those requirements.
84. In the event that the Secretary of State provides information in response to a request for information under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004, the Secretary of State may make that response publicly available for the purposes of transparency.

INTELLECTUAL PROPERTY

85. In undertaking the Proposal, the Authority will not infringe the intellectual property rights of any third party.
86. Where the Proposal gives rise to the generation of any intellectual property, the Authority will not subsequently seek to make profit from the use of such intellectual property, for example through the grant of licences.
87. Unless otherwise agreed by the Secretary of State, the Authority will allow the Secretary of State royalty free use of any intellectual property created whilst delivering the Proposal.

COMPLIANCE WITH THE LAW

88. The Authority will comply with all laws and regulatory requirements when delivering the Proposal (including, without limitation compliance with all laws and regulatory requirements relating to public procurement and subsidy control).
89. In signing this MOU, the Authority confirms that use of the Grant for the purpose of the Proposal and in accordance with the MOU is in compliance with all laws and regulatory requirements.

ANTI-DISCRIMINATION

90. The Authority will comply with the requirements of the Equality Act 2010 and avoid any unlawful discrimination.

RESPONSIBILITY FOR EMPLOYEES, CONTRACTORS, AGENTS AND PARTNERS

91. The Authority will ensure that its employees, contractors, agents, partners and other local authorities or organisations it works with in delivering the Proposal (whether or not as part of a Consortium) comply with the commitments and

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principles set out in the MOU and will be responsible for any failure by them to meet those commitments and principles.

WARRANTIES

92. The Authority warrants that:
- a. It has full capacity and authority to deliver the Proposal and to enter into this MOU.
 - b. It will obtain any consents necessary to undertake the Proposal.
 - c. The information and evidence in its Proposal remains true, complete and accurate, and that its circumstances have not materially changed since submitting its Proposal; and
 - d. It does not know of the existence of any circumstances which might materially and adversely impact on its ability to undertake the Proposal or observe the provisions and principles of this MOU.

LIMITATION OF LIABILITY

93. The Authority confirms that the Secretary of State's liability to the Authority is limited to payment of the Grant (subject to the Authority meeting the commitments and principles of the MOU and its Annexes and to the Secretary of State's rights set out therein). The Authority remains entirely responsible for its risks and liabilities in undertaking the Proposal, and the Secretary of State will have no liability for any consequence, direct or indirect, that may arise through the Authority's undertaking of the Proposal or its use of the Grant.

ASSIGNMENT

94. The Authority will not assign or otherwise transfer to any other person the benefit of the Grant or any other benefit arising by virtue of this MOU without the approval in writing of the Secretary of State.

STATUS

95. This MOU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the Parties from this MOU. The Parties do, however, enter into the MOU intending to honour all their commitments under it.
96. Nothing in this MOU is intended to, or shall be deemed to, establish any partnership, joint venture or relationship of employment between the Parties, constitute either party as the agent of the other party, nor authorise either of the Parties to make or enter into any commitments for or on behalf of the other party. Accordingly, the Authority will not hold itself out as having any such relationship with the Secretary of State.

FURTHER FUNDING

97. The Secretary of State is under no obligation to provide the Authority with any further funding in respect of the Proposal or for any other purpose.

REFERENCES

98. In this MOU references to legislation are to that legislation as amended or re-enacted from time to time (including any amendment or re-enactment having taken place before the date of this MOU).

NOTICE AND COMMUNICATIONS

99. The Authority will be able to contact BEIS using the following email address:

sustainable.warmth@beis.gov.uk

100. The Authority's day to day contacts with the Department on any working day by email between 9am and 5pm are:

--

101. The Authority's Day to day contacts for the Department are:

NAME	Role	EMAIL	TELEPHONE

ESCALATION

102. If Secretary of State or the Authority has any issues, concerns or complaints about the Sustainable Warmth Competition, or any matter in this MOU, that party will notify the other party and the parties will then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter will be escalated to the senior management teams of both parties, which will decide on the appropriate course of action to take. If the matter cannot be resolved by the senior management teams within 60 (sixty) days, the parties will consider mediation as an alternative dispute resolution process.
103. Claims made by a supplier or requests for information made under the Freedom of Information Act 2000) in relation to the Sustainable Warmth Competition that party will promptly inform the Project Board (or its nominated representatives) of the matter.

Signed for and on behalf of the Secretary of State.

Signature

Name:

Position:

Date:

Signed for and on behalf of the Authority.

Signature:

Name:

Position:

Date:

DOCUMENTS TO BE PROVIDED

88. **Table 1: Documentation to be provided by the Authority before the Grant will be released and once LAs have been notified that their applications have been successful.**

What needs to be provided?	Appendix
A signed copy of this MOU	This document
A signed copy of the Section 151 or Section 73 Officer declaration	Annex 1
A signed copy of the Section 31 Grant Determination Notice	Annex 2
A completed Grant Claim Form including Bank Details (AP1A Form)	Annex 3
Completed Risk Register	Annex 4
A signed copy of the Data Sharing Agreement	Annex 5

Table 2: Additional documentation to be completed or acknowledged by the Authority as required.

What needs to be provided?	Annex
Scheme Participation Privacy notice	Annex 6
Approved Application Proposal (From the Authority's submission and approved through the Assessment Stage of the Grant application process)	Annex 7
Monthly Report Template (monthly requirement for Authority as stated in KPI)	Annex 8
Recovery Plan Template (only if the Project Team identifies in the Monthly Report a significant variation in Authority performance against their targets stipulated in relation to the KPIs, they may, on behalf of the Secretary of State, request a recovery plan)	Annex 9
Scheme Delivery Data Report (monthly requirement for Authority as stated in KPI)	Annex 10
LA Privacy Notice	Annex 11
Scheme Participant Privacy notice guidance	Annex 12

Annex 1: Section 151 or Section 73 Officer Declaration

In my position as the Section 151 or Section 73 Officer for «Lead_LA» I confirm that:

- a) [INSERT COUNCIL NAME] will accept the grant funding that has been offered through the Home Upgrade Grant Phase 1 and/or Local Authority Delivery Phase 3 (*delete as appropriate*).
- b) The information and evidence pertaining to this grant claim is complete, true and accurate.
- c) [INSERT COUNCIL NAME] will ensure the delivery of the Services in accordance with the terms of the Proposal; and
- d) [INSERT COUNCIL NAME] will comply with the provisions of the Memorandum of Understanding dated ____/____/2021 in connection with its delivery of the Proposal.

SIGNATURE

NAME

POSITION

DATE

Annex 2: Grant Determination

HOME UPGRADE GRANT PHASE 1 and/or LOCAL AUTHORITY DELIVERY PHASE 3 (*delete as appropriate*) (Sustainable Warmth Competition) DETERMINATION (Insert Year): (Insert Ref Number Obtained from MHLG)

The Secretary of State for Business, Energy & Industrial Strategy (“the Secretary of State”), in exercise of the powers conferred by section 31 of the Local Government Act 2003, makes the following determination:

Citation

1) This determination may be cited as the **Home Upgrade Grant Phase 1 and/or Local Authority Delivery Phase 3 (*delete as appropriate*) (Sustainable Warmth) Determination (21) [Insert ref No]**.

Purpose of the grant

2) The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them.

Determination

3) The Minister of State determines as the authorities to which grant is to be paid and the amount of grant to be paid, the authorities and the amounts set out in Annex A.

Grant conditions

4) Pursuant to section [31(3) and] 31(4) of the Local Government Act 2003, the Minister of State determines that the grant will be paid subject to the conditions in Annex B.

Treasury consent

5) Before making this determination in relation to local authorities in England, the Secretary of State obtained the consent of the Treasury.

Signed by authority of the Secretary of State for Business, Energy & Industrial Strategy

*****, Deputy Director, Energy Efficiency and Local, Department for Business, Energy & Industrial Strategy

ANNEX A of the Grant Determination

Authority to which

grant is to be paid

<Insert LA>

Amount of grant.

to be paid.

X.

ANNEX B of the Grant Determination

GRANT CONDITIONS

GRANT CONDITIONS

1. Grant paid to a local authority under this determination may be used only for the purposes that a capital receipt may be used for in accordance with regulations made under section 11 of the Local Government Act 2003.

2. The Chief Executive and Chief Internal Auditor of each of the recipient authorities are required to sign and return to the team leader of the [insert name of Division] Division of the [insert Department's name] a declaration, to be received no later than [insert date], in the following terms:

"To the best of our knowledge and belief, and having carried out appropriate investigations and checks, in our opinion, in all significant respects, the conditions attached to [insert name of grant determination] No 31/**** have been complied with".

3. If an authority fails to comply with any of the conditions and requirements of paragraphs 1 and 2, the Minister of State may-

reduce, suspend or withhold grant; or

by notification in writing to the authority, require the repayment of the whole or any part of the grant.

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4. Any sum notified by the Minister of State under paragraph 3(b) shall immediately become repayable to the Minister.

Date:

DRAFT

Annex 3: Grant Claim Form

SECTION 1 REQUESTER DETAILS	
LOCAL AUTHORITY	
BANK DETAILS	
PURCHASE ORDER NUMBER	
CONTACT NAME	
TELEPHONE NUMBER	
EMAIL ADDRESS	

SECTION 2 CLAIM DETAILS	
HOME UPGRADE GRANT PHASE 1 TOTAL TO BE CLAIMED	
LOCAL AUTHORITY DELIVERY PHASE 3 TOTAL TO BE CLAIMED	
DATE OF CLAIM	
<i>Claims may include VAT that the authority is not able to reclaim from HM Revenue & Customs or not likely to become able to claim.</i>	

SECTION 6: SENIOR LOCAL AUTHORITY OFFICER'S DECLARATION	
<p>I confirm that I have considered the Authority's Proposal (included Proposal included as Annex 7 of the MOU) against which this Grant claim is made, as well as the principles set out in the Memorandum of Understanding for the Sustainable Warmth Competition, and that:</p> <ul style="list-style-type: none">a. The information and evidence pertaining to this Grant claim is complete, true and accurate.b. We will comply with the principles set out in the Memorandum of Understanding. <p>Signed</p> <p>Printed name</p> <p>Position</p> <p>Date</p>	

Annex 4: Risk Register

RISK MANAGEMENT

This annex consists of

- a. A risk register to be completed by the Authority in relation to the specified risks and any other risks it believes are relevant to the scheme.
- b. A risk rating matrix to assist with scoring risks; and
- c. An explanation of the risk rating colours.

Risk register

Template to be provided to the Authority in the week commencing (DATE TO BE FILLED IN).

RISK RATING MATRIX

	PROBABILITY				
	≤5%	>5%, ≤20%	>20%, ≤50%	>50%, ≤80%	>80%
IMPACT LEVEL	1 - Very Unlikely: Highly improbable that it will occur during the lifetime of the project or activity	2 - Unlikely: Not probable that it will occur during lifetime of the project or activity	3 - Possible: Doubtful that it will occur during the lifetime of the project or activity	4 - Likely: Probable that it will occur during the lifetime of the project or activity	5 - Very Likely: High expectation that it will occur during the lifetime of the project or activity
5 - Crisis	MEDIUM	HIGH	HIGH	VERY HIGH	VERY HIGH
4 - Critical	MEDIUM	MEDIUM	HIGH	HIGH	VERY HIGH
3 - Significant	LOW	LOW	MEDIUM	HIGH	HIGH
2 - Marginal	VERY LOW	LOW	LOW	MEDIUM	MEDIUM
1 - Negligible	VERY LOW	VERY LOW	LOW	LOW	LOW

**EXPLANATION OF RISK
RATING COLOURS**

	Risk rating is <u>very low</u> with it being extremely unlikely that the risk will occur and minimal consequences for the scheme if it should. Controls in place to mitigate the risk as low as is reasonably practical.
	Risk rating is <u>low</u> . There is either a strong probability of the risk occurring with minimal consequences for the scheme or a low probability of the risk occurring with significant consequences. Controls should be in place to mitigate the risk to this level, but further action may be required should tolerance for the risk be lower.
	Risk rating is <u>medium</u> . There is either a very strong probability of the risk occurring with minimal consequences for the scheme, a moderate probability of the risk occurring with significant consequences or a low probability of the risk occurring with fundamental consequences. Controls should be in place to mitigate the risk to this level, but further action may be required should tolerance for the risk be lower.
	Risk rating is <u>high</u> with either a very strong probability that the risk will occur with significant consequences for scheme or a low to moderate probability of the risk occurring with fundamental consequences. Controls should be in place, but further action may be required, as a matter of urgency, to mitigate the risk to a more tolerable level. If the risk is outside control, then a contingency plan should be in place or developed in case the risk materialises.
	Risk rating is <u>very high</u> with a very strong probability that the risk will occur with fundamental consequences for the scheme. There are strong concerns among management that they no longer have the capacity to manage the risk effectively and that is therefore very likely to materialise. The risk needs to be escalated to the next level as a matter of urgency to consider what further action should be taken.

Annex 5: A draft copy of the Data Sharing Agreement

BEIS Data Sharing Agreement (DSA)

Sustainable Warmth Competition

Data Sharing Agreement [DRAFT]

Between:

**The Secretary of State for Department for Business,
Energy & Industrial Strategy and**

[insert the name(s) of LA]

V1

[insert date signed]

Glossary of key terms

In this Data Sharing Agreement the following words and phrases will have the following meanings:

“Authority”	[Enter LA name]
“BEIS”	means the Department for Business, Energy & Industrial Strategy
“Partners”	means partners to this Agreement, namely the Secretary of State for Department for Business, Energy & Industrial Strategy and <i>the Authority</i>
“DPA”	means the Data Protection Act 2018
“DSA”	means Data Sharing Agreement
“FoIA”	means the Freedom of Information Act 2000
“SW”	the Sustainable Warmth Competition (covering Home Upgrade Grant Phase 1 scheme and/or Local Authority Delivery Phase 3 scheme)
“UK GDPR”	means the UK version of Regulation (EU) 2016/679 – the General Data Protection Regulation
“Controller”	have the meanings given in the DPA
“Processor”	
“Data Subject”	
“Processing”	
“Personal data”	
“Special Category data”	<i>means personal data as referred to in Article 9(1) of the UK GDPR</i>
“MOU”	<i>means the Memorandum of Understanding between the Secretary of State for Department for Business, Energy & Industrial Strategy and the Authority dated [DATE] to record their understanding regarding the Grant funding</i>
“Grant”	has the meaning given in the MOU

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“Eligible Measures”	have the meanings given in the MOU
“Eligible Household”	
“Eligible Contractor”	
“Project Team”	has the meaning given to it in the MOU
“Proposal”	has the meaning given to it in the MOU
“SW performance monitoring data”	has the meaning given to it in paragraph 15 of this DSA
“SW scheme delivery data”	has the meaning given to it in paragraph 16 of this DSA
“SW Fraud and Non-Compliance data”	has the meaning given to it in paragraph 17 of this DSA.
“SW funding duplication data”	has the meaning given to it in paragraph 19 of this DSA
“Funding Period”	has the meaning given to it in the MOU

Signatory Details

BEIS Agreement Owner	
[insert name of partner organisation] Agreement Owner	[insert name, Job Title and contact details]

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Introduction

1. This Data Sharing Agreement (DSA) sets out the data sharing arrangements between the Partners in relation to SW. It covers personal data being shared by the Authority with BEIS and personal data shared by BEIS with the Authority.
2. SW is supported by grant funding to the Authority from the Secretary of State for Business, Energy and Industrial Strategy in accordance with the MOU.
3. The primary purpose of SW is to raise the energy efficiency rating of low income and low EPC rated households, this is expected to result in the following outcomes.
 - Tackle fuel poverty by increasing low-income household's energy efficiency rating while reducing their energy bills;
 - Support clean growth and promoting global action to tackle climate change;
 - Support economic resilience and a green recovery in response to the economic impacts of Covid-19, supporting thousands of jobs; and
 - Use learnings from the delivery experience to inform the development and design of further energy efficiency and heat schemes.
4. The Authority has committed to spend the Grant to deliver Eligible Measures to Eligible Households, using Eligible Contractors.
5. Under paragraph 75 of the MOU, in so far as it is possible to do so in accordance with the DPA and UK GDPR, the Authority has agreed to collect information for evaluation and reporting purposes (referred to below as "the Information") in a way which:
 - Allows it to share the Information with BEIS;
 - Allows BEIS to share the Information with any of its research or evaluation partners; and
 - Allows BEIS to use the Information for research and statistical purposes (this does not include publishing the Information in a way that identifies individual households) provided always that BEIS complies with the provisions of the Data Protection Act 2018 and UK GDPR.

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6. Under paragraphs 71 and 72 of the MOU, the Authority will provide a monthly report to the Project Team (called “ Key Performance Indicators (KPI) data” in the MoU). The KPI data will cover activity from the first day of the month to the last and will need to be provided on or before the 10th working day of the following month. The Monthly Report shall detail monthly progress against KPIs stipulated in the Proposal, the top 5 risks and issues and any incidents of fraud, and an overall delivery confidence rating. There is also space to highlight any items the Authority wishes to escalate for attention by BEIS. The Authority will report to the Project Team on the performance of the project(s) set out in their Proposal, in line with the stated KPIs using a Monthly Report online reporting platform which is currently in development. This data will not include personal data. This data is referred to as the “SW performance monitoring data” in this DSA to differentiate it from the personal data that will be shared. Paragraphs 15 to 19 of this DSA define each dataset covered by this DSA.
7. Under paragraph 75 of the MOU and as set out in the monitoring and evaluation section of the SW guidance document, the Authority is required to provide additional detailed information on a monthly basis to support a detailed evaluation of the overall scheme. This is expected to include personal data. This data is referred to as “SW scheme delivery data” in this DSA. Further details of the personal data to be shared are set out in Annex 10 of the MoU.
8. In addition to the SW scheme delivery data, it may be necessary for the Authority to share data relating to any suspected fraudulent activity with BEIS on an ad-hoc basis, as stipulated in paragraph 70 of the MOU. This is also expected to include personal data. This data is referred to as “SW Fraud and Non-Compliance data” in this DSA.
9. Under paragraph 28 of the MOU, funding LAs receive from the SW cannot be blended with other government schemes such as ECO, Green Homes Grant Vouchers, or the Social Housing Decarbonisation Fund Demonstrator (SHDF Demonstrator), for the same individual measure. BEIS and/or its delivery partners for other government schemes may undertake data matching between the data shared by the Authority and other datasets to check that relevant blending or duplication of funding has not taken place. Where a potential case of such blending or duplication of funding is identified, BEIS may notify the Authority. Such notification would be expected to involve the sharing of personal data. This data is referred to as “SW funding duplication data” in this DSA.
10. This DSA documents the lawful basis for this data sharing initiative, what information will be shared and how. The Partners have entered into this DSA to demonstrate that data protection and privacy requirements have been taken into account, to set out how use of information meets the data protection principles, and how the rights of data subjects are protected. All of the obligations in this DSA are subject to compliance with the law (including the DPA and UK GDPR).

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11. This DSA is not intended to be legally binding, and no legal obligations or legal rights shall arise between the Partners from this DSA. Nothing in this DSA is intended to, or shall be deemed to, establish any partnership, joint venture or relationship of employment between the Partners, constitute either Partner as the agent of the other Partner, nor authorise either of the Partners to make or enter into any commitments for or on behalf of the other Partner. This DSA does not create a legal power for either Partner to lawfully exchange and process personal information, and it does not provide indemnity from action under any law. It does not remove or reduce the legal obligations or responsibilities on any Partner. The Partners enter into this DSA intending to honour its provisions.
12. This DSA will commence when it has been signed by or on behalf of both Partners and will terminate one year after the end of the Funding Period or, if later, one year after receipt by BEIS of the final transfer of the SW scheme delivery data in accordance with paragraph 22 of this DSA.

Principle 1 - lawfulness, fairness and transparency

13. The sharing of the personal data, as described above, is necessary for BEIS to review the operation of SW and effectively assess whether SW has met the objectives set out in paragraph 3 of this DSA as well as for statistical, policy research and fraud prevention purposes. For this, BEIS require details of the measures installed under SW as well as the consumers, installers and properties involved in those installations. Principle 2 - purpose limitation further below sets out the detailed purposes for which processing of data under this DSA are needed.

Data items to be shared

14. The Authority has agreed to provide BEIS with data in three formats, as described below.
15. **SW performance monitoring data.** As set out in the MOU and referred to in paragraph 6 above, the Authority will provide a monthly update of aggregate data to allow monitoring of scheme progress against agreed targets. This summary aggregate data is not expected to include personal data and as such the controls and procedures specified in this agreement do not apply. The SW performance monitoring data is only defined here in order to ensure understanding of the other data types is clear.

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- 16. SW scheme delivery data.** As set out in the MOU and supplementary guidance (and referred to in paragraph 7 above), the Authority is required to provide detailed data covering their delivery of SW. This data is expected to include personal data. Annex 10 in the MoU sets out the draft SW Data Dictionary. In summary the types of data to be shared are:
- the addresses and corresponding details of properties applying, or being referred, for installation of a measure;
 - contact details for the occupants and owners (if different) of the property where the installation took place, as well as details about how and why they were identified by the Authority for participation in SW and details about any financial contributions they have made towards the cost of the installation (see paragraph 18 below);
 - details of the energy efficiency or low carbon heating system installed, including type, size and cost;
 - details of any additional funding used to support the installations, for example from the owners, landlords or other third parties;
 - pre and post-installation property SAP or RdSAP assessments with scores;
 - details of the installers in relation to each installation of a SW measure, including their contact details and any relevant accreditation or registration information; and
 - contact details for households offered an installation but who do not accept.
- 17. SW Fraud and Non-Compliance data.** As set out in the MOU and referred to in paragraph 8 above, data relating to suspected fraudulent activity is expected to be shared by the Authority with BEIS on an ad-hoc basis. The sharing of this data would be carried out where either a) the Authority is required by BEIS to share details of fraud or non-compliance to support an audit or review of SW, or b) where the Authority requires support or assistance from BEIS in addressing issues of fraud or non-compliance. The format of the SW Fraud and Non-Compliance data is not prescribed in this DSA, at a minimum it would include the property address and installer name of the installation concerned and any other information relevant to the fraud or non-compliance identified.
- 18.** In addition to personal data, the SW scheme delivery data and SW Fraud and Non-Compliance data shared by the Authority with BEIS is expected to include data which may be considered commercially sensitive to the Authority's installers and sub-contractors. Below are the data sets of commercially sensitive information which are expected to be shared on a regular basis by the Authority with BEIS:

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- how much installers charge them to deliver the SW installations;
- how much it costs them to administer SW; and
- how much property owners or other third parties have contributed to the cost of the installations (note that this could be personal data as well).

19. SW funding duplication data. As referred to in paragraph 9 above, BEIS and/or its delivery partners on other government schemes may match the SW scheme delivery data and SW Fraud and Non-Compliance data with other datasets to check that ineligible blending or duplication of funding has not taken place. Where a potential case of ineligible blending or duplication of funding is identified, BEIS may notify the Authority and share data with the Authority relating to the suspected duplication or blending of funding that has been identified. Such notifications would be on an ad-hoc basis as required and would be expected to include personal data collected under other government schemes. The Authority will only use the SW funding duplication data for the purposes of fraud prevention and supporting the administration of SW. The data shared is expected to include (but is not limited to):

- The address of the relevant property
- The relevant measure
- The date of installation
- The name of the government scheme under which the installation was funded.

How data will be shared

20. The Authority will share the SW scheme delivery data and SW Fraud and Non-Compliance data with the BEIS Energy Statistics team. The SW scheme delivery data and SW Fraud and Non-Compliance data will be shared in a password-protected report, for example using Egress, a Secure FTP or platform, restricted folders on Sharepoint or another method which has been approved by the BEIS Departmental Security Officer as being suitable for the transfer of personal data.

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21. Once the Authority has provided the SW scheme delivery data and the SW Fraud and Non-Compliance data to BEIS, BEIS may in turn share this data with other third parties, including other Government Departments and its third party contractors. These arrangements are detailed further below in relation to purpose limitation.
22. In line with paragraph 7 of this DSA, the SW scheme delivery data will be shared by the Authority on a monthly basis for the duration of the Funding Period or, if later, until the Authority has shared with BEIS the SW scheme delivery data in relation to each installation the Authority has delivered under SW. In line with the SW 1 guidance documents, the Authority will share SW scheme delivery data relating to an installation no later than the 10th working day of the month following the installation.
23. SW Fraud and Non-Compliance data will be shared by the Authority with BEIS on an ad-hoc basis as and when issues of fraud and non-compliance are identified.
24. BEIS will share the SW funding duplication data with the Authority in a password-protected report, for example using Egress, a Secure FTP, restricted folders on Sharepoint or another method which has been approved by the BEIS Departmental Security Officer as being suitable for the transfer of personal data.
25. BEIS and the Authority will store all personal data received under this DSA in restricted access folders held on a restricted access secure server. Further information about the safekeeping of the data is set out further below under Principle 6 - integrity and confidentiality.
26. Where BEIS share the SW scheme delivery data and SW Fraud and Non-Compliance data with third parties (including other government departments) as specified in paragraphs 37 to 39, the data will be shared in a password-protected report, for example using Egress, a Secure FTP, restricted folders on Sharepoint or another method which has been approved by the BEIS Departmental Senior Security Advisor as being suitable for the transfer of personal data.

Legal Gateways

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27. Except as provided for in paragraph 28 below, the lawful basis for the Partners sharing the personal data covered by this DSA and for the Partners processing the data in the way described in this DSA is that it is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller (Article 6(1)(e) of the UK GDPR). Specifically, this data sharing and processing is required in order for:

- [LA to add any specific LA functions that are supported by SW data sharing.]
- BEIS Secretary of State to carry out his functions in relation to fuel poverty as set out under the Warm Homes and Energy Conservation Act 2000 and the Fuel Poverty (England) Regulations 2014; and
- [LA to confirm content with this and, if so, add further relevant examples] each Partner to carry out their functions as regards effectively managing the spending of public funding, including BEIS being able to review how and where the SW funding is spent, including decisions as to whether further tranches of funding should be provided to the Authority as well as assessing whether the funding has achieved its objectives.

The full list of purposes for which processing of data under this DSA is needed are set out under Principle 2 – Purpose Limitations below.

28. [LA to confirm content with this legal gateway.] The lawful basis for the Authority sharing with BEIS, and BEIS using, the personal data covered by this DSA to re-contact consumers in the way described in this DSA is that the data subject has given consent for BEIS or its contractors to re-contact him or her (Article 6(1)(a)). As per paragraphs 75 and 77 of the MOU, it is the responsibility of the Authority to seek to obtain the relevant consent in accordance with the DPA and UK GDPR.

Data Controller relationship

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- 29.** BEIS is an independent controller for the personal data it shares with the Authority under this DSA. Except to the extent the Authority informs BEIS otherwise in writing prior to the data share, the Authority is an independent controller for the personal data it shares with BEIS under this DSA. Each Partner becomes an independent controller on receipt of any personal data shared with them by the other Partner.

Transparency

- 30.** The Authority accepts responsibility for not only providing privacy information to all installers, whether their own or sub-contracted, but also for ensuring that all installers provide privacy information to households and landlords to whom a measure is promoted in compliance with the DPA and the UK GDPR. In addition, the Authority will ensure that the privacy information includes content which alerts the data subject to the fact that their personal data will be passed from the installer to the Authority, and then from the Authority to BEIS. The privacy information will state that, in addition to the data being used for management and delivery of the scheme, BEIS may also use some of the data for evaluation, auditing, research, statistical and fraud prevention purposes. The privacy information will also indicate that the data may also be linked to other data sources held by BEIS and other Government departments, and shared with Ofgem, BEIS contractors and other third parties, for these purposes. BEIS have provided a privacy notice (see Annex 6 of the MoU) for this purpose which the Authority has responsibility for ensuring is shared with data subjects.
- 31.** The Authority accepts responsibility for seeking to obtain explicit consent from households, landlords and installers to be recontacted for the purposes of evaluation of SW and further research and evaluation. The Authority will maintain evidence of consent and share this with BEIS in the SW scheme delivery data. The Authority will inform BEIS should it become aware of a withdrawal of consent.
- 32.** As part of BEIS's and the Authority's ongoing UK GDPR compliance, their respective privacy notices are regularly updated as required to ensure that the data subject's rights are complied with.

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Principle 2 - purpose limitation

- 33.** The Authority will, as necessary, disclose personal data to BEIS. The primary purposes for sharing and processing the data covered by this DSA are to:
- support the administration of SW,
 - support an assessment of whether SW has achieved its objectives,
 - support BEIS to effectively publish statistical reports relating to SW,
 - support an evaluation of SW and associated home energy policies, and
 - support effective management of fraud and non-compliance under SW.
- 34.** As set out in the SW guidance documents, SW cannot be blended with other government schemes such as the Energy Company Obligation (ECO) for the same individual measure, or in the case of the Renewable Heat Incentive (RHI) can be blended subject to RHI rules. BEIS may therefore use the SW scheme delivery data and SW Fraud and Non-Compliance data to identify where installations may be receiving funding under more than one Government scheme. This will entail BEIS or delivery partners for other relevant schemes carrying out data matching of addresses to look for potential duplication. This may entail BEIS sharing data with delivery partners of those other schemes, for example Ofgem who administer the Energy Company Obligation and the Renewable Heat Incentive. In the future this may involve delivery partners of other schemes. Details of the onwards sharing are set out in paragraph 37. Where relevant blending of or duplication of funding is identified, BEIS may share personal data with the Authority in the form of the SW funding duplication data to enable the Authority to effectively manage their delivery and for fraud prevention.

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35. In addition, BEIS may use some of the data shared by the Authority to review and develop Government policy, and for research, evaluation and statistical purposes and may, for these purposes, link the data with other data sources held by BEIS and other Government departments. The following are examples of analysis and research that are expected to be undertaken:

- analysing whether the presence of SW installations leads to a significant change in energy consumption by matching SW measures data to the National Energy Efficiency Database, and Cavity Insulation Guarantee Agency or other related similar operational databases;
- linking the SW scheme delivery data to other record level data from other centrally administered energy efficiency programmes (within an address spine), enabling BEIS to assess the following without double counting properties:
 - progress against fuel poverty targets;
 - insulation levels for the overall housing stock in Great Britain, and impact on remaining potential for cavity wall, solid wall and loft insulation;
 - the characteristics of recipients (e.g. location, property type, tenure, vulnerability group) to inform future policy making;
 - interaction between SW and the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.
- address matching SW installations through the National Energy Efficiency Data-Framework to maintain a central database of property characteristics, household characteristics, energy consumption and EPCs.

36. This is not an exhaustive list of purposes for which the data might be used. For example, SW scheme delivery data may be used to answer a number of internal (to BEIS) ad-hoc requests and this DSA does not cover the use of data for other external purposes.

Onward disclosure

37. In order to effectively audit and manage SW and other Government schemes, BEIS may need to share the SW scheme delivery data and SW Fraud and Non-Compliance data with delivery partners of current or future energy efficiency or low carbon heating government support schemes. This ensures that SW funded installations are not already or subsequently subsidised under other Government schemes, or in the case of the Renewable Heat Incentive (RHI) or successor schemes, in breach of the RHI rules. Where this data sharing is necessary BEIS will put a data sharing agreement in place with the relevant delivery partner to support sharing of the data.

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38. BEIS may share SW scheme delivery data and SW Fraud and Non-Compliance data with its third party contractors to support the delivery of research and evaluation or for auditing SW installations to confirm compliance with scheme guidance. This data sharing will be based on a contractual relationship with the third parties and a data sharing agreement will be put in place for this purpose. The Authority may share the personal data with its third party contractors subject to review and approval of the third party contractor by the Authority's Information Asset Owner. In this scenario, the Authority would be the controller for the personal data and the third party contractor would be the processor.
39. BEIS may need to share SW scheme delivery data and SW Fraud and Non-Compliance data with other Government departments where it is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the department (Article 6(1)(e) of the GDPR). A data sharing agreement would be put in place for this purpose.
40. The exact data items that will be included within the onward disclosures listed above cannot be confirmed at this stage. BEIS will comply with the 'data minimisation' principle set out in UK GDPR Article 5(1)(c) and ensure that the onward disclosure of data is restricted to only that data required by the third party to support the purpose for which the data is shared.

Principle 3 - data minimisation

41. Each Partner organisation confirms that the information being shared under this DSA is the minimum amount of personal data that is necessary to achieve the purposes for which it is being shared.

Principle 4 - accuracy

42. In line with the monitoring and evaluation section of the SW guidance documents, the Authority will carry out a series of checks on the accuracy of SW scheme delivery data, and the SW Fraud and Non-Compliance data before it is shared with BEIS. These checks include:
 - checking the eligibility of the households and installers;
 - checking for data completeness; and

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- carrying out data validation checks.

43. BEIS will also conduct checks of the SW scheme delivery data it receives from the Authority in order to identify reporting errors, double counting or ineligible households or installers.

44. If, after personal data has been passed from the Authority to BEIS, or from BEIS to the Authority, either Partner identifies an error in that information then the following process for correcting the error will apply:

- A Partner will notify the other Partner within five working days of identifying an error in the personal data.
- For the SW scheme delivery data and SW Fraud and Non-Compliance data, the Authority will then:
 - a.** take reasonable steps (including liaising with the relevant installer) to clarify and correct the data, and
 - b.** promptly notify BEIS of any correction to the data.
- For the SW funding duplication data, BEIS will then:
 - a.** take reasonable steps (including liaising with any relevant delivery partner(s)) to clarify and correct the data, and
 - b.** promptly notify the Authority of any correction to the data.

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Principle 5 - storage limitation

45. BEIS will retain the SW scheme delivery data and SW Fraud and Non-Compliance data for up to 25 years after the end of the Funding Period for the purposes noted above. SW performance monitoring data is not subject to a specified retention period since it does not contain any personal data. In line with the storage limitation principle (UK GDPR Article 5(1)(e)) BEIS will review the SW scheme delivery data and SW Fraud and Non-Compliance data it holds at the end of the Funding Period and at regular periods thereafter to ensure that data is only retained for as long as it is needed up to the full 25 years.
46. The Authority will retain the SW scheme delivery, SW Fraud and Non-Compliance data and SW funding duplication data in accordance with its retention and disposal policy.
47. Partners will destroy or delete all personal data at the end of the retention periods using a process that is in line with their existing data destruction processes.
48. The use of anonymised or pseudonymised data will be considered as the primary form of data sharing with parties outside of BEIS. Only where the required purpose cannot be achieved using anonymised or pseudonymised data will identifiable personal data be shared.
49. In order to achieve the purposes set out in Principle 2 (purpose limitation) above, identifiable personal data, rather than anonymised or pseudonymised data, is required to be processed by the designated BEIS teams referred to in paragraph 53 of this DSA. As set out in paragraph 54 of this DSA, non-designated BEIS teams will only have access to anonymised data.

Principle 6 - integrity and confidentiality

50. The following information security measures will be put in place by BEIS and the Authority to ensure the safekeeping of the data shared with it as covered by this DSA, including, and with particular reference to, the personal data. The Partners agree to work and comply with their respective information assurance and data protection policies.
51. BEIS will hold the SW scheme delivery data on the Cloud Based Analytical System (CBAS), BEIS' IT system for analytical software and data storage. Information on CBAS will be classified as OFFICIAL-SENSITIVE-PERSONAL and will be

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restricted to named individuals. Access requires provision of a username, password and one-time passcode issued to the users mobile device. All CBAS servers comply with ISO 9001, ISO 14001 and ISO 27001. BEIS will hold the SW Fraud and Non-Compliance data in a secure Sharepoint folder with access controls limiting access to those on the SW data access list. For reference, the SW performance monitoring data will be held in an unrestricted Sharepoint folder.

52. Only designated BEIS teams and nominated third parties, in line with paragraphs 48 and 49 of this DSA, will be able to access the SW scheme delivery data and the SW Fraud and Non-Compliance data containing the personal data. BEIS acknowledges and agrees that:

- the designated BEIS teams will be named in an internally held SW data access list and kept to a reasonable minimum;
- it will maintain the SW data access list and share it with the Authority as required on request;
- BEIS will require that the mandatory annual “Responsible for Information” eLearning, or equivalent, will be completed by all persons within those teams granted access.

53. Only designated teams within the Authority and nominated third parties will be able to access the SW funding duplication data. The Authority acknowledges and agrees that:

- the designated teams will be named in an internally held SW funding duplication data access list and kept to a reasonable minimum;
- it will maintain the SW funding duplication data access list and share it with BEIS as required on request;
- the Authority will require that appropriate information handling training will be completed by all persons within those teams granted access.

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54. Non-designated teams within BEIS may also use an anonymised version of the SW scheme delivery data and SW Fraud and Non-Compliance data, that excludes address and any record-level identifiers, for internal analysis only. BEIS will only publish aggregate results that meet the requirements of Principle T6.4 of the Code of Practice for Official Statistics on confidentiality. Generally the underlying data will not be published by BEIS, however, in order to comply with the Government Social Research Publication Protocol, BEIS may publish datasets resulting from SW participant surveys. The publication of this data may require inclusion of data extracted from the SW scheme delivery data, however, publication in this instance would only be conducted where the data could be fully anonymised and complies with Principle T6.4 of the Code of Practice for Official Statistics on confidentiality.
55. The Project Director for SW (or successor) has been appointed as the BEIS Information Asset Owner of the SW scheme delivery data and SW Fraud and Non-Compliance data and, as such, is ultimately responsible for the security of the SW scheme delivery data and SW Fraud and Non-Compliance data provided by the Authority.
56. *<LA insert Information asset name and role>* (or successor) has been appointed as the Authority's Information Asset Owner of the SW funding duplication data and, as such, is ultimately responsible for the security of the personal data provided by BEIS under this DSA.
57. All Partners confirm that, as a minimum, they have considered the risks of the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to any personal data processed under this DSA, and have arrangements in place to manage or mitigate these risks.

Principle 7 - accountability

58. All Partners confirm that they can demonstrate compliance with the data protection principles.
59. BEIS confirms that the processing of the SW scheme delivery data, the SW Fraud and Non-Compliance data and SW funding duplication data covered in this DSA will be added to BEIS's existing central record of processing.

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60. The Authority confirms that the processing of the SW scheme delivery data, the SW Fraud and Non-Compliance data and SW funding duplication data covered in this DSA *[will be included in the Authority's existing central record of processing / does not need to be included in the Authority's existing central record of processing because [LA TO INPUT]].*

Rights of data subjects

The rights of data subjects are set out in the table below:

<i>Right to:</i>	<i>Applies?</i>	<i>If yes, are any additional actions required. If no, why this right does not apply.</i>
<i>Transparent information (Article 12)</i>	Y	The Authority takes responsibility for ensuring that appropriate fair processing and privacy notices are provided to data subjects.
<i>Information when data collected from data subject (Article 13)</i>	Y	The Authority takes responsibility for ensuring that appropriate fair processing and privacy notices are provided to data subjects.
<i>Information when data collected from elsewhere (Article 14)</i>	Y	The Authority takes responsibility for ensuring that appropriate fair processing and privacy notices are provided to data subjects, either by itself or by the installers working on its behalf.
<i>Access by data subject (Article 15)</i>	Y	Where either Partner receives a data access request from a data subject, this will be actioned in line with the relevant Partner's existing policies for handling such requests.

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<i>Rectification (Article 16)</i>	Y	Where a Partner receives a rectification request from a data subject, this will be communicated to the other Partner within 5 working days. Where this request results in concluding there is an error in the original data, this will be notified to the other Partner within 5 working days.
<i>Erasure (Article 17)</i>	Y	Where a Partner receives an erasure request from a data subject, this will be communicated to the other Partner within 5 working days. The eligibility of each erasure request will be reviewed by each Partner in line with article 17 of the UK GDPR and a decision made regarding the nature of the processing undertaken by that Partner.
<i>Restriction of processing (Article 18)</i>	Y	Data subjects have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of their personal data is restricted. Where a Partner receives a restriction of processing request from a data subject, this will be communicated to the other Partner within 5 working days.
<i>Notification regarding rectification, erasure, or restriction</i>	Y	BEIS will notify any parties with whom it has shared the data within 5 working days of an action being taken under a request for

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<i>(Article 19)</i>		rectification, erasure or restriction, unless this proves impossible or involves disproportionate effort.
<i>Data portability (Article 20)</i>	N	The personal data processed by BEIS under this DSA is not provided by the data subject to BEIS and is not processed by BEIS on the basis of consent (other than for re-contact purposes) or for the performance of a contract.
<i>Object to processing (Article 21)</i>	Y	Data subjects may object to the processing of their data, but the request may be refused if it would prevent the administration and auditing of the scheme and use of the data for fraud prevention and/or statistical purposes. Data subjects will be notified of their right to object via the fair processing and privacy notices mentioned above in relation to articles 12, 13 and 14 of the UK GDPR and for which the Authority takes responsibility. Where a Partner receives an Object to Processing request from a data subject, this will be communicated to the other Partner within 5 working days.
<i>Automated decision-making and profiling (Article 22)</i>	N	It is not expected that automated decision-making or profiling will be required under this DSA.

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Governance and administration

Data Protection Impact Assessments

61. BEIS is completing a Data Protection Impact Assessment for the processing that it will undertake in relation to this DSA. The DPIA considers BEIS's processing activities including analysis and publication of data for statistical reasons and sharing of data with its third party contractors and delivery partners of relevant schemes. The DPIA is available on request.
62. *[State here whether the LA has completed a Data Protection Impact Assessment (DPIA) and, if so, whether it covers this data share and whether it has been or will be published. If no DPIA has been completed, explain why this was not necessary.]*

Offshoring

63. Personal data shared with BEIS will be stored on its IT infrastructure and may therefore also be shared with its data processors Microsoft and Amazon Web Services. The data may therefore be transferred and stored securely outside the UK and European Economic Area. Where that is the case it will be subject to equivalent legal protection through the use of Model Contract Clauses.

Data processors and sub-processing

64. BEIS may share personal data with its third party contractors to support the evaluation and auditing of SW as well as for statistical, research and fraud prevention purposes. The third party contractors will be processors for BEIS.
65. The Authority may share the SW funding duplication data with its third party contractors to support the administration of SW. The third party contractors will be processors for the Authority.

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Consultation

66. BEIS consults with the BEIS Data Protection Officer in the process of completing its DPIA. Data subjects will not be consulted before the processing covered by this DSA commences, however, data subjects will be notified of the data processing as per paragraph 30.
67. *State here whether LA has consulted with their Data Protection Officer, or otherwise (for example through the DPIA process) obtained specialist data protection advice. Also state whether data subjects or their representatives have been, or will be consulted before the processing covered by this Agreement commences.*

Automated decision-making and profiling

68. It is not expected that any automated decision-making or profiling will be undertaken by BEIS with the SW scheme delivery data or SW Fraud and Non-Compliance data, or by the Authority with the SW funding duplication data.

Necessity and proportionality

69. BEIS is completing a DPIA regarding the processing covered by this DSA, including a consideration of necessity and proportionality. The proposed processing is deemed as necessary and proportionate.

Freedom of Information Requests

70. Partners subject to the requirements of FoIA and the Environmental Information Regulations 2006, will assist and cooperate with each other, to enable each to comply with its information disclosure obligations.
71. Where a request for information under FoIA or the Environmental Information Regulations 2006 is received by a Partner to this DSA, which relates to data that has been provided by another Partner under this DSA, the Partner receiving the request will take reasonable steps, where appropriate, to give the other Partner advance notice to allow it the opportunity to make representations on the potential impact of disclosure, or failing that, to draw the disclosure to the other Partner's attention after any such disclosure.

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- 72.** Each Partner shall be responsible for determining in its absolute discretion whether any information is exempt from disclosure in accordance with the provisions of the FoIA or the Environmental Information Regulations 2006.

Personal data breaches

- 73.** The Partners will follow their own internal processes on the discovery of a personal data breach and advise their own security teams.
- 74.** In addition, each Partner will notify the other Partner of any personal data breach that relates to this data share, via direct contact with the project leads named in Appendix B of this DSA within 72 hours of discovering the personal data breach.
- 75.** In the event of a personal data breach (or where there is reasonable cause to believe that such an incident may arise), the Partners will delay data transfers until the cause or incident is resolved, as authorised by the BEIS Information Asset Owner and Authority equivalent. If the breach cannot be resolved or if - in the view of the Partners – it is very serious, data transfers will stop and will not resume until the BEIS Informational Asset Owner and Authority equivalent are satisfied with the security arrangements.
- 76.** Any Partner who decides that a personal data breach that affects, or is relevant to, the processing under this DSA must be self-reported to the ICO shall ensure that the other Partner is notified of this.

Dispute Resolution

- 77.** Disputes between the Partners regarding the operation of this DSA will be resolved in the following way:
- In the first instance a material breach will be reported between the project leads on each side, named in Appendix B of this DSA. An assessment by the breaching party will be conducted promptly to identify if the breach is ongoing or was a one-off, and the potential impact of the breach.
 - All material breaches will be notified to the Data Protection Officers in BEIS and *[LA NAME]*. The outcomes of the assessment conducted by

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the project leads on each side, named in Appendix B of this DSA, will be discussed and actions identified.

Review

- 78.** Scheduled formal reviews of this DSA are not expected to take place to assess the ongoing effectiveness of this data sharing initiative and this DSA. This DSA will only be reviewed if the purpose of the processing changes, or the processing otherwise changes in a way that affects the rights of data subjects.

Termination

- 79.** Any Partner can terminate this DSA, without giving a reason, on expiry of one (1) month's written notice to the others. Notice of termination would also trigger a formal review of the SW grant funding provided to *the Authority*.
- 80.** Any Partner can terminate this DSA with immediate effect, where another Partner materially breaches any of its obligations to this DSA.
- 81.** Termination notices should be addressed to the Information Asset Owners at BEIS and the Authority.
- 82.** In the event of termination, data will cease to be shared under the terms of this DSA.

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Signatories

Signed by Representing the Secretary of State of the Department for Business, Energy & Industrial Strategy	
Name: <i>[insert name and position e.g. Deputy Director]</i>	
Full contact details: <i>[insert address, telephone number and email address]</i>	
Date:	

Signed by: <i>[should be Senior Responsible Owner or equivalent]</i> Representing <i>[insert name of partner organisation]</i>
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Name: <i>[insert name and position in organisation. This should be a senior person with adequate authority to be fully accountable.]</i>	
Full contact details: <i>[insert address, telephone number and email address]</i>	
Date:	

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Appendices

Subject

Appendix

Summary of Processing

A

Contact details for key members of staff from Partner organisations

B

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Appendix A – Summary of Processing

Description	Details
Subject matter of the processing	The processing relates to the delivery of the SW.
Duration of the processing	Processing will commence on and from the date on which this DSA is signed by, or on behalf of, both Partners. Personal data will be retained only for as long as it is needed and, in any case, up to a maximum of 25 years after the end of the Funding Period.
Nature and purposes of the processing	<p>The Authority will share with BEIS personal data relating to delivery of SW. BEIS will process the data, including matching it with other datasets and onward sharing with other parties, to effectively manage and review the use of public funds and to support further research, evaluation and statistical reporting.</p> <p>If relevant blending or duplication of funding is identified, BEIS may share personal data with the Authority so it can effectively manage delivery of SW and for fraud prevention purposes.</p>
Type of Personal Data that will be processed	<p>It is expected that the delivery partners will collect personal data including (but not limited to):</p> <ul style="list-style-type: none"> - Name, address, phone, email of the property owner - Details of the property and installation undertaken - Details and contact information of the installer
Types of Special Category data	<i>Special Category data is not expected to be shared.</i>
High risk processing	<i>[State whether (and if so, why) the processing “is likely to result in a high risk to the rights and freedoms of individuals” as specified in the relevant EU guidance]</i>

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Law enforcement	N/A
Criminal convictions data	N/A
Categories of Data Subject	Households and owners of properties offered home energy upgrades under SW Installers of home energy upgrades under SW Third parties providing additional funding for home energy upgrades under SW.

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Appendix B – Key contact details

BEIS	
Senior Project Manager	sustainable.warmth@beis.gov.uk
<i>Insert name of Partner Organisation</i> <i>Insert Job title, e.g. Chief Executive</i>	<i>Insert name, email address and telephone number</i>

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Annex 6: BEIS Standardised Privacy notice

Privacy Notice

This notice sets out how the Department for Business, Energy and Industrial Strategy (BEIS) will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the UK General Data Protection Regulation (GDPR).

This notice relates to data collected under the <LA scheme name> operated by <LA Name> <and Delivery Partner Name>, which is funded by the Sustainable Warmth Scheme (the Scheme) run by BEIS.

YOUR DATA

The data

Your data will be shared with us by <LA Name>. We will process the following personal data:

Customers:

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- Address and details of property receiving the energy efficiency or low-carbon heating installation(s) under the Scheme
- Details about the installation(s) installed at the property under the Scheme, including type, size and cost
- Contact address (if not the property receiving the installation(s))
- Address and details of property offered, but not receiving, installation(s) under the Scheme
- Your name
- Household income and any other scheme eligibility information
- Any financial contribution you have made towards the installation(s) under the Scheme
- SAP or RdSAP assessments with scores
- Email address (optional)
- Phone number (optional)

Installers:

- Your name
- Relevant accreditation and registration information
- Contact address
- Email address
- Phone number
- Details of installations delivered under the Scheme
- Whether directly contracted or sub-contracted to install installations under the Scheme
- The number of employees in your organisation

Purpose

The purpose(s) for which we are processing your personal data is to support the delivery and administration of the Scheme.

Delivery and administration of the Scheme may require linking of your data to other datasets held by the Department for Business, Energy and Industrial Strategy (BEIS).

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BEIS will be conducting an evaluation of the Scheme. This may include you being contacted to take part in further research. Where the research involves processing of personal data in addition to that already collected for delivery of the Scheme, you will be given the opportunity to opt-in to that research at the point of contact.

Your data may also be used for statistical, research and fraud prevention purposes.

Legal basis of processing

The legal basis for processing your personal data is:

Public task: Processing is necessary for the performance of a task carried out in the public interest.

The specific public task is the delivery, administration and evaluation of, as well as statistical, research and fraud prevention purposes relating to, the Scheme, a government funded scheme aiming to raise the energy efficiency of low energy performance homes (especially those rated at EPC Band E, F or G). The Government funding is provided to Local Authorities who set up arrangements for consumer engagement and the delivery of installations in homes.

Consent: Use of your personal data to contact you to take part in further research will be subject to your consent.

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Recipients

Your personal data will be shared with:

- The Department for Business, Energy and Industrial Strategy (BEIS) and its contractors for delivery, administration and evaluation of the Scheme, statistical, research and fraud prevention purposes.
- Ofgem and delivery partners of central and local government home energy schemes such as the Energy Company Obligation and Renewable Heat Incentive

Your personal data may also be shared with other Government departments where necessary.

We may share your data if we are required to do so by law, for example by court order or to prevent fraud or other crime.

Personal data shared with BEIS will be stored on our IT infrastructure and may therefore also be shared with our data processors Microsoft and Amazon Web Services. As personal data shared with BEIS will be stored on our IT infrastructure, and may be shared with our data processors Microsoft and Amazon Web Services, your data may be transferred and stored securely outside the UK and European Economic Area. Where that is the case it will be subject to equivalent legal protection through the use of Model Contract Clauses.

Retention

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Your personal data will be stored securely by BEIS for a maximum period of 25 years following the close of the Scheme. BEIS may choose to store anonymised data beyond this period.

YOUR RIGHTS

You have the right to request information about how your personal data are processed, and to request a copy of that personal data.

You have the right to request that any inaccuracies in your personal data are rectified without delay.

You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.

You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.

You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.

You have the right to object to the processing of your personal data where it is processed for direct marketing purposes.

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You have the right to object to the processing of your personal data.

You have the right to withdraw consent to the processing of your personal data at any time, where processing is based on your consent.

HOW TO MAKE A REQUEST

If you wish to make a request associated with any of the rights listed above, contact BEIS using the contact details at the bottom of this notice.

COMPLAINTS

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane

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Wilmslow
Cheshire
SK9 5AF

0303 123 1113

Email: casework@ico.org.uk

Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

CONTACT DETAILS

You can contact the BEIS Data Protection Officer at:

BEIS Data Protection Officer
Department for Business, Energy and Industrial Strategy
1 Victoria Street
London
SW1H 0ET

Email: dataprotection@beis.gov.uk

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Annex 7: Approved Application Proposal – Holding Place

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Annex 8: Monthly Dashboard Report Template (Draft)

A cloud based online system is being developed to allow Authorities to input the data sets needed to report against the KPIs. The Authority will be required to provide the monthly total homes validated as eligible for the scheme applied for (HUG Phase 1 or LAD or if both then they must be reported separately and both provided). Also, the Authority will be asked to provide the monthly total homes completed for the scheme. This monthly report will be baselined against the forecast the Authority will complete as part of the grant application form.

For details of what the monthly report is likely to contain, please see paragraph 53.

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Annex 9: Recovery Plan (draft – final template to be provided to the Authority)

Local Authority	Grant Reference	Grant Name	Local Authority Lead	Report Date
INSERT FULL NAME	INSERT REFERENCE	HOME UPGRADE GRANT PHASE 1/LOCAL AUTHORITY DELIVERY PHASE 3 <i>(delete as appropriate)</i>	INSERT LEAD OFFICIAL	INSERT DATE

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#	Interventions	Target Date		Status	Owner
1				R/A/G	
2				R/A/G	
3				R/A/G	
4				R/A/G	
5				R/A/G	

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Annex 10: DRAFT Monitoring and Evaluation Data Dictionary Template

The Authority will provide data and information in accordance with the table below for monitoring and evaluating purposes, this includes (but may be subject to change): Application or Referral Information, Installation data, Installation Information and Scheme Delivery Information.

In accordance with paragraph 81, the Secretary of State, the Authority and its contractors, partners or agents will comply with the Data Protection Act 2018. BEIS will ensure the final version of this template, and accompanying data sharing agreement, support compliance but it is the responsibility of the Authority to ensure appropriate processes are implemented across delivery to ensure compliance.

Application or Referral Information	Response
Application Reference Number	
Applicant Name	
Applicant Email Address	
Applicant Contact Number	
Contact Consent	
Property Address (first line)	
Town	
Postcode	

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UPRN	
Landlord application	
Applicant Address	
Applicant Postcode	
Household Initial Contact Date	
Household Initial Response Date	
Application Date	
Application Status	
Application Approved by LA	
Application Approval Date by LA	
Rejection Reason by LA	
Date agrees to installation	
Date refuse installation	
Reason for installation refusal	
Install Measures Decision Date	
Eligibility Criteria	

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Low Income Household?	
Fuel Poor Household	
Current EPC RRN	
Current EPC Rating	
Property Tenure	
Property Type	
Property Year Built	
Property Floor Space	
Property Number of Floors	
Property Number of Rooms	
Smart Meter Installed?	
Loft?	
Occupancy	
On or off gas grid property	
Current Heating System Type	
Current Heating Fuel Source	

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Current annual electricity use	
Current annual gas use	
Existing energy efficiency measures	
Number of measures to install	
Solid Wall Insulation	
Under Floor Insulation	
Cavity Wall Insulation	
Loft Insulation	
Flat Roof Insulation	
Room in Roof Insulation	
Park Home Insulation	
Air Source Heat Pump	
Ground Source Heat Pump	
Solar Thermal	
Biomass Boiler	
Draught Proofing	

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Double Glazing	
Triple Glazing	
Secondary Glazing	
External Energy Efficient Doors	
Heating Controls	
Hot Water Tank Thermostats	
Hot Water Tank Insulation	
Proposed Installer Name	
Proposed Installer Trustmark number	
Total Cost of Application	
Cost of Measure Equipment	
Cost of Installation/Labour	
Cost of Repair	
Amount of funding from government	
Amount of self-funding	
Installation Information	Response

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Application Reference Number	
Measure Reference Number	
UPRN	
Date of Starting Installation	
Date of Completed Installation	
Duration of Installation Work	
Installer Name	
Installer Email Address	
Installer Phone Number	
Installer Consent to Contact	
Trustmark Business ID number	
MCS License Number	
PAS Certification Number	
TrustMark Measure Reference Number	
TrustMark Lodge mark Certificate Number	
Measure Type	

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Model Number	
Percentage of property treated (POPT)	
Lifetime (years)	
Insulation Top-up	
Number of walls	
Amount of pre-existing insulation	
Heat_Pump_Capacity	
Heat_Pump_Annual_Generation	
Heat_Pump_SCOP	
RHI accredited.	
Solar_Thermal_Panels	
Solar_Thermal_Installed_capacity	
Solar_Thermal_Estimated_Annual_Generation	
Solar_Thermal_Orientation	
Solar_Thermal_Inclination	
Biomass_Boiler_Model	

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Warranty	
Boiler_Repair	
Boiler_Upgrade	
Post_Installation_Heating_Type	
Solar_PV_Panels	
Solar_PV_Installed_capacity	
Solar_PV_Estimated_Annual_Generation	
Solar_PV_Orientation	
Solar_PV_Inclination	
Heating Control Type	
Hot_Water_Tank_Insulation_Type	
Post-installation EPC RRN	
Post-installation EPC Rating	
Job Estimate for Measure_FTE	
Quality Checks	
Scheme Delivery Information	Response

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Delivery Partner	
Eligible Households	
Contacted Households	
Method of Communication	
Method of Targeting Households	
Households agreeing to an installation.	
Number of homes receiving a measure.	

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Annex 11: Privacy Notice concerning LA and delivery partner contact details



Department for
Business, Energy
& Industrial Strategy

LA Privacy Notice

This notice sets out how we (the Department of Business, Energy and Industrial Strategy) will use personal data provided by local authorities in connection with their application under the Sustainable Warmth Competition and sets out your rights. It is made under Articles 13 and/or 14 of the UK General Data Protection Regulation (UK GDPR). Note a separate privacy notice has been provided to local authorities for use with householders and other data subjects in the delivery of measures under the Sustainable Warmth Competition.

YOUR DATA

The data

We will process the following personal data:

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Names and contact details of local authority employees and delivery partners involved in preparing and submitting the application under the Sustainable Warmth Competition.

Names and contact details of employees and delivery partners involved or proposed to be involved in implementation of the application if it is successful.

Purpose

The purpose(s) for which we are processing your personal data is to utilise our in-house Customer Relationship Management (CRM) system to enable better relationship management in conjunction with the consideration of the local authority's application and its subsequent implementation under the Sustainable Warmth Competition if the application is successful. This includes using the personal data to communicate Sustainable Warmth Competition updates, training notices, information on future schemes and opportunities and invitations to relevant events.

Legal basis of processing

The legal basis for processing your personal data is that the processing is necessary for the performance of a task carried out in the public interest. The public task is the performance of functions under s.31 of the Local Government Act 2003, the duty to ensure public money is used responsibly and functions under fuel poverty and climate change legislation.

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Recipients

Your personal data may be shared by us we are required to do so by law, for example by court order or to prevent fraud or other crime.

As your personal data will be stored on our IT infrastructure it will also be shared with our data processors Microsoft and Amazon Web Services.

Retention

Your personal data will be kept by us for a period of 6 years from the date set for completing the implementation of the local authority's application under the Sustainable Warmth Competition or from the last provided update.

YOUR RIGHTS

You have the right to request that any inaccuracies in your personal data are rectified without delay.

You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.

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You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.

You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.

You have the right to object to the processing of your personal data where it is processed for direct marketing purposes.

You have the right to object to the processing of your personal data.

INTERNATIONAL TRANSFERS

As your personal data is stored on our IT infrastructure and shared with our data processors Microsoft and Amazon Web Services it may be transferred and stored securely outside the UK and European Economic Area. Where that is the case, it will be subject to equivalent legal protection through the use of Model Contract Clauses.

COMPLAINTS

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If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an UK independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

0303 123 1113

casework@ico.org.uk

Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

CONTACT DETAILS

The data controller for your personal data is the Department for Business, Energy & Industrial Strategy (BEIS). You can contact the BEIS Data Protection Officer at:

BEIS Data Protection Officer
Department for Business, Energy and Industrial Strategy
1 Victoria Street
London
SW1H 0ET

Email: dataprotection@beis.gov.uk

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Annex 12: Scheme Participant Privacy notice guidance

This document is for LAs in receipt of grants under the Sustainable Warmth Scheme (the Scheme). It provides guidance on how the Scheme's UK GDPR Privacy Notice should be used.

LA obligations

Section 4.2 – Monitoring and Evaluation of the Scheme Guidance states that:

LAs that receive funding have the responsibility of ensuring that all installers or delivery partners collect and provide appropriate information specified by BEIS to support monitoring and evaluation. Details of this will be outlined in the MoU. To achieve this, prior to collecting any data from subjects under this scheme, LAs are expected to:

- Include our data collection requirements in all relevant contracts with installers and delivery partners, ensuring they understand and accept them.*
- Ensure they display or make available our standardised Privacy Notice to all data subjects, prior to the collection of data, to support compliance with data processing transparency requirements.*
- Where explicit consent is required from data subjects (such as for permission to re-contact), to use either BEIS's suggested consent statement or functional equivalent to capture this consent and maintain logs of this in your scheme data, as per our specified requirements there.*
- Agree and sign a standardised Data Sharing Agreement between the LA and BEIS, establishing the roles, process, scope and purpose of sharing this Management Information data between our organisations.*
- Demonstrate sufficient resource in their bids to manage the above requirements to an effective level of quality, and to maintain this for the full project duration.*

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Meeting the obligations set out above requires the processing and sharing of personal data. As per paragraph 75 of the MoU, LAs are expected to provide BEIS with a monthly report containing record-level management information data on the status and characteristics of each installation delivered (See MoU Annex 10 for the Data Dictionary). This is called the Scheme Delivery data. The UK General Data Protection Regulation (GDPR) requires that organisations that collect personal data from individuals must provide detailed and specific information in their privacy notices.

Failure to sufficiently notify data subjects about the processing of their data could constitute a breach of UK GDPR. To ensure compliance with data protection principles, BEIS has provided LAs with a BEIS Privacy Notice that must be shared with data subjects on behalf of BEIS. Unless not processing any personal data, LAs are required to also share their own separate Privacy Notice with data subjects, covering LA processing of the data. In line with [ICO guidance](#), this should include:

- The contact details of their organisation, and their data protection officer (if applicable).
- The purposes of processing the data.
- The lawful basis for processing the data.
- The categories of personal data obtained.
- The recipients of the personal data and who it will be shared with.
- Details of any international transfers.
- The retention period.
- The rights available in respect of the processing.
- The right to lodge a complaint to ICO.

Using the privacy notice

As outlined above, all individuals (data subjects) participating in the Scheme must have BEIS and LA privacy notices made available to them in advance of any data collection or processing. Data subjects may include households, landlords, installers, sub-contractors and other third-party organisations.

The way in which the privacy notices are provided to data subjects may vary by LA delivery model. For example, privacy notices may be distributed directly to data subjects by LAs, or via installers and/or delivery partners. Regardless of the method by which the privacy notices are disseminated, LAs are responsible for ensuring that data subjects are shown valid privacy notices prior to the collection of their data.

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Purpose and processing of the personal data by BEIS

BEIS processing of the personal data will cover a range of different purposes, including specific processes that need to be followed. These are outlined below:

- **Scheme Delivery data:** This includes all data points included in the Data Dictionary (See MoU Annex 10), for example address, contact details, measures installed, etc. As processing of this data is essential for the delivery, administration and evaluation of the scheme as well as statistical, research and fraud prevention purposes, it falls under the legal basis of [Public Task](#). As such, consent is not required for processing of this data, and data subjects cannot opt out of having their data shared with and processed by BEIS if they want to participate in the scheme.
- **Consent to recontact data subjects:** BEIS and/or its contractors may want to recontact data subjects to invite them to take part in future research. Using personal data for this purpose falls under the legal basis of [Consent](#). As such, data subjects may opt in or out of being recontacted by BEIS and/or contractors in the future. Please note, this does not mean data subjects can opt in or out of having their data processed by BEIS and/or contractors – consent only applies to being recontacted.
 - **For Households:** all consumers should be asked via an explicit consent statement (provided in the Consent Statement section below) if they consent to being potentially recontacted to take part in research and evaluation, irrespective of whether the installation is carried out or not. Details of the consent (also provided below) should be recorded in the Scheme Delivery data that will be shared with BEIS, as required under the Consent legal basis.
 - **For Installers:** personal information for businesses is only relevant where an individual can be identified, this could be an email or phone number linked to an individual employee or details of sole traders. It will be essential to collect installer information to effectively deliver the scheme, and this may include personal data. Consent is only required when asking installers permission to be recontacted for further research. As with consumers, installer consent should also be recorded in the Scheme Delivery data shared with BEIS and the consent statement must be used.

Consent statement

Please note consent to recontact is not covered by the Privacy Notice alone. The below consent statement should be used and a record of the consent collected in line with the below instructions.

BEIS requires specified and informed consent to recontact participants for research and evaluation purposes. As such, the below consent statement must be used with participants when asking for their consent to be recontacted:

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To assist in the administration of the program <scheme name used by LA>, <LA Name> would like to process your personal data in order for <LA Name if relevant>, BEIS or their appointed contractors to contact you to participate in further research and evaluation activities.

Do you consent to <LA Name>, BEIS, or their appointed contractors, using your provided contact details to recontact you for the purpose of research and evaluation related to the installation received under <scheme name used by LA>. Your consent is not required for the installation to take place. You have the right to withdraw consent at any time by contacting <LA Name> or BEIS at any time, using the contact details provided in the privacy notices.

Yes ☐ No ☐

It is also necessary to keep a record of:

- participant consent (i.e. Yes or No),
- the date on which consent was given (keep records of dated documents; if consent is oral please keep a note of the time and date for conversations)
- how participants consented (i.e. orally or in writing)
- what they were told (i.e. confirmation the above consent statement was used, orally or in writing; if an alternative or altered consent form was used, please keep a master copy of the script or consent form)
- whether consent has been withdrawn and if so, the date.

The above information will be fed to BEIS via the monthly Scheme Delivery data report. The Scheme Delivery data report will contain fields where the above information can be input.

Sensitive data processing

Sensitive data is not expected to be shared with BEIS.

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Report to Executive

Item
A.3

Meeting Date: 25 October 2021
Portfolio: Economy, Enterprise and Housing
Key Decision: Yes: KD.22/21
Policy and Budget Framework: No
Public / Private: Public

Title: St Cuthbert's Garden Village – Development Corporation Business Case Progress Report and Key Next Steps.

Report of:

Report Number: ED31/21

Purpose / Summary:

To update Executive on our award of funding through the Government's New Towns Development Corporation Competition and to endorse the key next steps to develop the Development Corporation Business Case over the next 2 years.

Recommendations:

Executive is asked to:

1. Note progress on the preparing the Development Corporation Business Case to date;
2. Approve the proposed next steps and hence indicative work programme to advance the Development Corporation Business Case, including proposed indicative funding profile, set out at Section 3;
3. Delegate authority to the Corporate Director of Economic Development to progress procurement, including contract awards (particularly where the winning tender is not necessarily the lowest bidder), where in keeping with the indicative work package and budgets, following consultation with the Portfolio Holder for Economy, Enterprise and Housing.

Tracking

Executive:	
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1. BACKGROUND

- 1.1.** St Cuthbert's Garden Village (SCGV) is embedded in the adopted Carlisle District Local Plan 2015 – 2030. This commits us to prepare a separate Development Plan Document to enable its delivery (the St Cuthbert's Garden Village Local Plan).
- 1.2.** The project was accepted into the Government's Garden Villages, Towns and Cities Programme in January 2017 and owing to its scale and the progress made was elevated to the Government's Garden Towns programme in early 2020.
- 1.3.** Project governance was established in May 2017 (Exec Rpt ED 17/17). To date, this alongside the now well-established cross-party Members' Advisory Group, provides a solid foundation to advance the project.
- 1.4.** Homes England highlight our project amongst the highest performing in their programme. They and the Town and Country Planning Association also highlight our consultation methods, including the interactive portal and the quality of consultation material used (the TCPA 2021 'Technical guide to project and programme management for local authorities' cites St Cuthbert's as a case study).
- 1.5.** As reported to Executive in August 2021 (Exec Rpt 23/21), good progress is being made with both the wider planning and delivery aspects of St Cuthbert's. In short:
 - The Masterplanning Framework was finalised in October 2020;
 - A Regulation 18 Local Plan Draft was consulted upon (November 2020 to January 2021) and further technical evidence relating to infrastructure and viability is now being commissioned to inform the Plan's next stage;
 - The Strategic Design Supplementary Planning Document was consulted on and adopted in April 2021;
 - The Carlisle Southern Relief Road remains on track to open up extensive development land by 2024/25; and
 - Landowners have been extensively engaged with a positive dialogue in place to encourage future partnership working.

2. PROGRESSING THE DEVELOPMENT CORPORATION BUSINESS CASE TO DATE

- 2.1.** As a Garden Village, there is recognition and expectation that St Cuthbert's should be a unique and high-quality development, with three high level aims:
 - The delivery of high quality homes and jobs needed in the area over the long term to enable the growth ambitions of Carlisle and the Borderlands;
 - The comprehensive provision of infrastructure for transport and telecommunications, education, health, community and cultural infrastructure required to create sustainable communities; and
 - Ensuring the creation of quality places including the conservation and enhancement of the natural and historic environment, including landscape,

together with an effective long-term approach to local stewardship.

- 2.2.** Despite the progress outlined in Section 1, we recognise there needs to be a dedicated focus on delivery, particularly for strategic infrastructure. Whilst our role as the local planning authority will obviously continue, a wider positive and proactive public sector role is likely to be required to ensure the expected quality of St Cuthbert's is delivered over the next 20 to 30 years.
- 2.3.** There is evidence to suggest there are difficulties in relying upon a solely private sector led approach to delivering large scale developments of this nature elsewhere. Issues that have hindered progress of such large-scale sites have included the nature of land promoters / developers and their ability to raise suitable finance which has called for the public sector to ultimately intervene and/or provide some form of funding support. In the case of St Cuthbert's, the requirement to bring forward the scheme along true 'Garden Settlement' principles; the multiplicity of land ownership; the scale and complexity of infrastructure delivery; the emerging viability understanding and importantly, the fact that there is currently no privately led scheme promoter/s, means there is a risk that an entirely private sector led approach to delivery, may not be successful.
- 2.4.** In late 2019, the Government sought expressions of interest from local authorities for a potential Development Corporation with funding available to: *"help them to explore delivery models that have been less commonly used in a contemporary context, such as development corporations"*. The programme encourages the consideration of innovative delivery mechanisms, based on public/private partnership. Whilst ultimately, funding for delivery may be available from HM Treasury, there is a requirement of the programme for any mechanism to also lever in private sector finance and not be wholly reliant on government funding.
- 2.5.** Following extensive engagement with MHCLG, our Expression of Interest was submitted in November 2020 seeking £1.2m to develop a Business Case to explore a suitable, public/private partnership delivery vehicle for St Cuthbert's. In June 2021, it was confirmed that our bid was successful with a £750,000 award over two years. This funding will allow us to:
- Investigate the business case for a new Parks Trust to implement the strategic green infrastructure, including a healthy capital assessment and potential landscape competition;
 - Procure appropriate support to develop a governance and finance structure, based on public/private partnership;
 - Further landowner engagement, to create formal partnerships where required and identify areas for intervention as necessary;
 - Detail financial viability and infrastructure work to assess delivery costs and understand where intervention is necessary and the benefits that can result;

- Promote St Cuthbert's as a location for investment;
- Investigate the potential for an energy company and other climate change initiatives;
- Secure additional project management and design support.

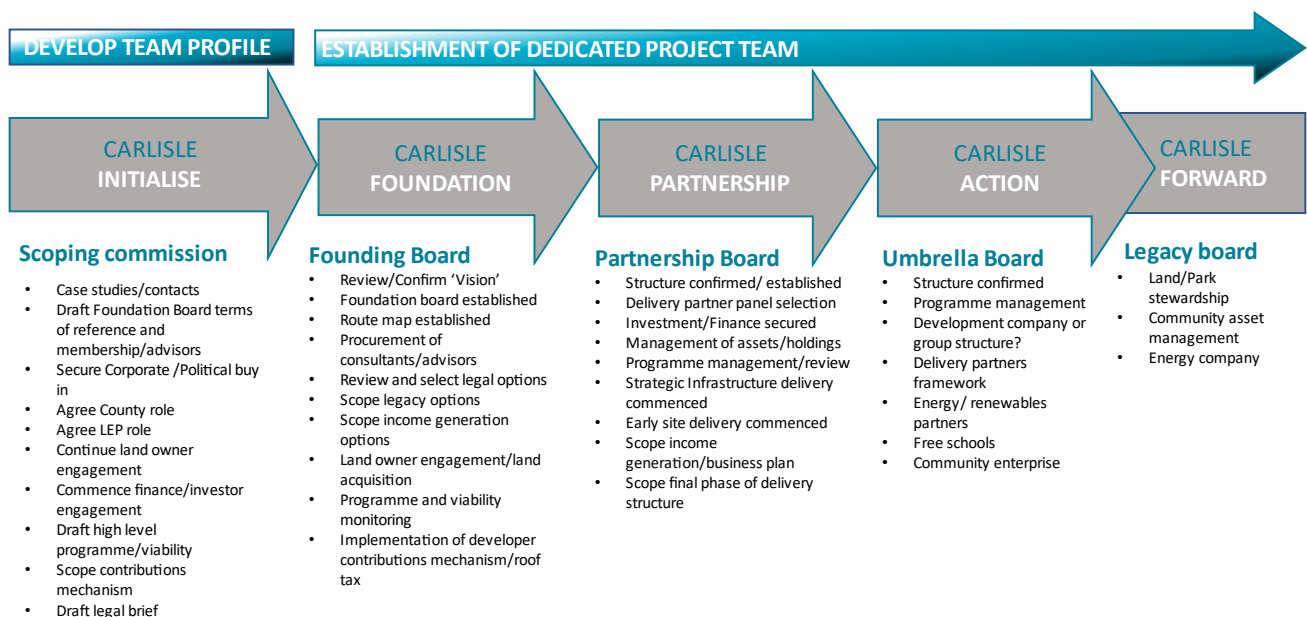
2.6. Since the announcement, work has focused on:

- Scoping the requirements for the business case including meetings with other development corporations to understand good practice;
- Reprofile and reprioritising key workstreams - as reported to Executive in August 2021 (Exec Rpt 23/21), this has included 'pooling' monies from our 2021/22 Housing Capacity Funding where there are clear overlapping outputs to inform both the emerging Local Plan and Business Case.
- Reviewing the governance structure for St Cuthbert's to align with the Towns Fund, CSLR delivery and incorporating the Development Corporation work; and
- Scoping the objectives for a development corporation – which included a specific workshop with the Members Advisory Group (10 August 2021).

3. KEY NEXT STEPS AND FUNDING PROGRAMME 2021 TO 2023

3.1. The main aim of the Development Corporation programme is to ensure a business case is created for the new delivery model and this will be the outcome expected from MHCLG – and indeed is critical to underpin the delivery of St Cuthbert's. Figure 1 sets out the main stages that now need to be followed in creating a business case towards implementation through an appropriate mechanism.

Figure 1: Carlisle Futures



3.2. Appendix 1 provides the high level programme and it identifies several early key steps necessary to progress the Business Case:

- i. Establishing the 'Development Corporation Set Up Board' as a priority to oversee the Business Case development (chaired by the Corporate Director for Economic Development) with representatives from Governance and Regulatory Services, the County Council and Homes England;
- ii. A number of key appointments will be progressed to provide the relevant capacity and skills to formulate the business case in relation to the following:
 - governance advice on new structures - eg what are the options for a delivery mechanism; what should it look like; what powers should it incorporate; how does it relate to and be overseen by the Council etc.;
 - Corporate finance and private investment advice – how can private investment be levered in, from which sources; in what format etc;
 - Landowner and market engagement – raising the profile of St Cuthbert's and Carlisle as a destination for investment and ensuring that the landowners work with the Council to encourage this investment;
 - Resources to manage the programme – ensuring the programme is delivered effectively and co-ordinated with the other key workstreams.

3.3. Table 1 estimates the likely costs over the 2 year programme period. Executive approval is now sought to the proposed workstreams and funding profile to deliver the Business Case drawing from the £750,000 Development Corporation Funding. Delegated authority is also requested to enable the Corporate Director of Economic Development to progress procurement for these packages, in consultation with the Portfolio Holder, and to award contracts in keeping with the Council's procurement guidelines with the exception of being satisfied it is on the basis of best value as opposed to simply lowest cost (quality is equally as important a consideration as price when assessing tenders).

Table 1: Proposed Workstreams and Funding Profile 2021/23

Work Package Description	Indicative Cost
Resources Increased capacity in the St Cuthbert's Delivery Team: i) Project Lead for Development Corporation plus project management support; and ii) Potential support to DM for dedicated resource	£220,000
Place Promotion Strategy Develop a marketing strategy for St Cuthbert's to promote it as a location for developers and residents. Work with key partners and stakeholders (including the LEP) to understand opportunities for place marketing and promotion and align with the work already underway to promote Carlisle and the sub-region.	£60,000
Governance Substantial commercial/planning legal support to advise on the legal options and issues regarding the creation of a Development Corporation This commission will contribute considerably to the detailed business case for the creation and implementation of an innovative delivery model/development corporation, together with a timescale for set up, including necessary shadow arrangements and phased	£200,000

implementation. involving legal expertise, relevant planning and delivery knowledge and political engagement expertise.	
Viability and Infrastructure Critical areas of viability and infrastructure planning work need to be progressed, to understand the costs of delivery and the values that can be created.	£140,00
Landowner Engagement Continuation of existing landowner engagement strategy to have a clear picture on which landowners are actively bringing land forward (to assist local plan delivery)	£60,000
Corporate Finance Work is required to understand the financial mechanisms and activities needed to support a Development Corporation. This will involve: i) Working closely with the legal and finance advisors to scope the implications on local government finance ii) Investigate the potential for private sector funding iii) Promote St Cuthbert's as an investment in the wider market	£70,000
Indicative Total	c.£750,000

4. RISKS

- 4.1.** A dedicated risk register is kept and regularly reviewed as part of the overall project management approach for the Garden Village. The main risk continues to be centred on the continued availability of adequate resourcing (in terms of both staff time and budgetary provision) for undertaking the technical work and further engagement needed to maintain momentum and progress of each of the key project strands.
- 4.2.** The overriding risk is that a failure to plan comprehensively for the growth of St Cuthbert's would result in growth occurring to the south of the city in a much more fragmented and incremental nature and not in alignment with the vision and principles established through Masterplanning Framework. Such an approach would prejudice the delivery of the necessary infrastructure needed to support new communities; impact on the sustainability and overall quality of place; undermine strategic ambitions; and risk not delivering the mix of development needed nor at the pace required. Developing the Business Case for and if appropriate implementing development corporation style delivery vehicle is one such mechanism by which such risks could be mitigated.
- 4.3.** Finally, the timely delivery of the project is also an obligation of the successful HIF award for the Carlisle Southern Link Road given that the desired primary outputs of the investment are new homes as opposed to transport benefits.

5. CONSULTATION

- 5.1.** Progress to date for St Cuthbert's has been underpinned by robust, extensive and innovative engagement (despite the impact of Covid) with this having added clear value to the emerging draft and high-level proposals for SCGV. This has included public engagement, dialogue with key stakeholders including infrastructure providers, dialogue and facilitated sessions with the local Parish Councils and with

Members including the dedicated Member Advisory Group which now also includes parish council and County Council representatives. The Council's Economic Growth Scrutiny Panel also continue to be engaged at key stages of the project including the evidence base upon which the project continues to be progressed.

5.2 November and December 2020 saw extensive consultation in relation to the Local Plan Preferred Options and Strategy Design SPD on the three options for St Cuthbert's. Whilst we had hoped to continue engaging with our communities and stakeholders through a comprehensive suite of face to face events, Covid restrictions and Government announcements meant our last engagement was largely confined to a digital platform. As a pre-emptive measure we undertook several 'pre-consultation' events during October 2020, specifically with landowners and other stakeholders to highlight the opportunity that is coming up, and in particular with the two parish councils in the garden village area, and one adjacent to the area. Awareness of the consultation was raised using a variety of means including leaflets and posters, the local media, our web site, the banner on the Civic Centre and through direct communication with those on our mailing list. In addition, the Communications team developed a virtual 360 consultation tool which allowed people to access a virtual setting and access the full range of documents. The Council's Facebook and Twitter mediums were also used. A consultation feedback report has recently been completed and published on the dedicated St Cuthbert's web pages and all respondents have been directly notified of its availability.

5.3 Further engagement will be undertaken with the emerging Local Plan associated with the formal Publication Draft Plan. The Landscape Competition itself will also provide communities with the opportunity to get involved in late 2021.

6. CONCLUSION AND REASONS FOR RECOMMENDATIONS

6.1. Good progress continues to be made with both the planning and delivery aspects of St Cuthbert's Garden Village.

6.2. Executive's approval for the indicative work packages and funding profile is required given the values involved and the need for transparency given the proposed expenditure of external grant funding. It also reflects that as a major corporate project that Executive are comfortable with both the progress of the project and the future direction of travel.

7. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

7.1. St Cuthbert's Garden Village will have a significant influence in terms of shaping how Carlisle will grow and function long into the future. Accordingly, it will have a significant, direct and positive impact on a number of Carlisle Plan priorities including:

- *“supporting the growth of more high quality and sustainable business and employment opportunities”* – through identifying new sites for development and opportunities to better balance the local economy;
- *“addressing Carlisle’s current and future housing needs”* – through being the single largest development site and therefore contributor to supply across the latter stages of the current Local Plan period and much of the next one, including affordable and specialist housing;
- *“working more effectively with partners to achieve the City Council’s priorities”* – through recognition that the scale of the project requires the input, commitment and direct support of a wide array of stakeholders and partner agencies.

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Appendices **Appendix 1: Key Indicative Milestones**
attached to report:

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- **ED 17/17 Report to Executive – St Cuthbert’s Garden Village**
- **ED 23/21 Report to Executive - St Cuthbert’s Garden Village – Progress Report and Key Next Steps**

CORPORATE IMPLICATIONS:

LEGAL – This report sets out the next steps in developing the business case to be submitted to MHCLG/ LUHC. Despite the name given to the funding stream, it is important to note that the business case will seek to identify the most appropriate form of public/ private delivery vehicle to achieve the Council’s garden village aspirations, and this may not necessarily be a development corporation. Specialist external legal advice will be procured to assist in identifying appropriate vehicles and the advantages/ disadvantages of each. This procurement will be done through the Council’s legal department. Procurement of financial advice must similarly be done through the Council’s finance department. Paragraph 3.3 of the report also makes reference to the potential award of contracts to other than the cheapest tender. As Members will be aware, the Leader’s scheme of delegation permits chief officers to award tenders only to the lowest tender. Otherwise, the decision must be referred to the Executive unless the requirement is waived by the Executive (Schedule 2, paragraph 2.1 of the Leader’s Scheme of Delegation).

PROPERTY SERVICES - As plans progress the Council will need to decide how proactive it wants to be in land assembly to assist with delivery of the Garden Village. Property

Services will be able to advise on this at the appropriate time and undertake any acquisitions required.

FINANCE – The report outlines that the programme of works required to deliver an options appraisal to establish an appropriate delivery mechanism to successfully achieve the St Cutbert's Garden Village programme. The Council has been awarded £750,000 from the 'New Towns Development Corporation Competition' spread over 2021/22 and 2022/23, however, it is noted that the second year allocation is still subject to ratification in the Spending Review, so there is a risk that the Council could over-commit to spending funding that may not materialise although it is realised that this risk may be low

The report outlines a programme of work streams that will be required to deliver the option appraisals in recommending the most appropriate delivery mechanism, which could include the establishment of a Development Corporation.

Budgets will need to be grossed up to match the funding received so that expenditure on the different workstreams can be captured and recorded accurately.

The report outlines that there will be a need to undertake a variety of procurement packages (Para Table 1) to deliver the proposed workstreams and requests that Executive delegate authority to the Corporate Director of Economic Development the ability to award contracts that are not the lowest value due to the importance of quality. The scheme of Delegation of Executive functions states that any decision to award other than to the lowest tenderer must be referred to the Executive unless this requirement is waived by the Executive.

A significant portion of the funding received is to progress looking at the delivery model for the projects and whether a development corporation in some form may be appropriate. Any new governance structure will need relevant financial and legal input to ensure it operates in both the Council's best interests and the wider projects interests.

Any new delivery mechanism will need to consider the relationship the Council (and its successor organisation) will have in the preferred structure with any other public sector organisations and also the private sector. This will need to take into consideration any ongoing financial support, guarantees or bonds, VAT implications and management responsibilities.

The Council has not allocated any of its own budget to support the development of this programme of work, however, it has allocated budget to support the Programme Management Office for wider support of Economic Development Projects, including St Cuthbert's Garden Village. The Council has committed to provide a £5m contribution to the Southern Relief Road project in its capital programme.

EQUALITY – An EqiA has been completed on the Preferred Options Policies (December 2020), this will be refreshed in time for public consultation. A Health Impact Assessment

has been drafted, based on the SPD. This will be developed further alongside the Plan, in time for public consultation.

INFORMATION GOVERNANCE – There are no information governance implications with this report.

Appendix 1: Key Indicative Milestones

Workstream	Stages	Description/Comments/Actions (updated regularly)	Aug-21	Sep-21	Oct-21	Nov-21	Jan-22	Feb-22	Mar-22	Jun-22	Aug-22	Oct-22	Dec-22	Jan-23	Mar-23	Jun-23
Partnership																
Draft Vision & Objectives	Draft	Initial input from Member Advisory Group														
	Approved	At first Set Up Board - with review at key points														
Set Up Board	Exec approval	Report on structure and resourcing														
	Set Up Board meetings	Convened from Nov onwards														
Project Support	Appointment	Project management and leadership														
Legal/Governance/finance	Finalise brief	Including soft market testing														
	Appointment	Need legal and corporate finance advice														
	Preferred Options	Options for delivery vehicle														
	Draft Business case for approval	Preferred DV option reported to Executive														
	Final Draft Business Case	Approved by new Unitary														
Drive Delivery																
Viability Assessment	Appoint consultants	Aspal Verdi appointed														
	Draft Viability Report	Iterative viability work throughout														
	Final Report	To feed into business case finalisation														
Infrastructure Assessment	Appointment	Direct appointment														
	Infrastructure Assessment	Ongoing and to align with viability and local plan work														
	Draft Report															
	Final Report															
Landowner Strategy	Approved by set up Board	Strategy already prepared														
	Landowner Forum/Communication	Relationships already established														
	Key MOUs in place	Homes England supporting														
Landowner Support	Appointment	Hive appointed to implement strategy														
Place Marketing Strategy	Draft Brief	To include strategy for investors														
	Appointment of advisors															
	Place Investment Strategy															
Quality																
Masterplanning Work	Draft Brief	Work underway and locations agreed														
	Commission consultants	Multi-disciplinary practice														
	Key locations work finalised	Delivery report for key locations to feed into Local plan and business case														
Green Infrastructure (incl. stewardship)	Commission															
	Final Report															
	Draft Stewardship Option															
	Implementation plan approved															
Landscape Competition	Launch															
	Winning Scheme															

Report to Executive

Agenda
Item:
**Item
A.4**

Meeting Date: 25th October 2021
Portfolio: Culture, Leisure and Heritage
Key Decision: Yes: KD.24/21
Within Policy and Budget Framework Yes
Public / Private Public

Title: TULLIE HOUSE BUSINESS PLAN 2021–2030 (22/23 revision)
Report of: DEPUTY CHIEF EXECUTIVE
Report Number: CS 41/21

Purpose / Summary:

This report introduces the update of the Tullie House Museum and Art Gallery Trust 2021/2022 – 2030/31 Business Plan for the 2022/23 financial year (Appendix 1). 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 between the Council and Tullie House Trust (THT). This states that the Business Plan submitted by the Trust to the City Council should be used as the basis agreeing future years funding.

Recommendations:

Executive are asked to give initial consideration to the Tullie House Business Plan and refer to this to the Health and Wellbeing Scrutiny Panel for their review and recommendations.

Tracking

Executive:	25th October 2021 & 20th December 2021
Scrutiny:	25th November 2021
Council:	4th January 2022

1. BACKGROUND

- 1.1. On 14th December 2010 the City Council 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 a new, independent, charitable company on 5th May 2011.
- 1.2. The agreement between Tullie House Trust (THT) and Carlisle City Council states that the core funding for future years grant from the Council to the Trust is set following consideration of a business plan submitted annually.
- 1.3. The agreement states that core funding should be agreed for a three-year period (covered by a Business Plan submitted annually).
- 1.4. In 2020, as part of the Business Plan approval process, Council agreed to start discussions to progress to a four-year business plan in order to offer stability and certainty in budgeting for both parties. The Trust believe that a four-year cycle would also fit into the Arts Council for England funding cycle and help with the delivery of Project Tullie. Due to both organisation's focus on the impact of Covid 19 this has not been progressed any further.
- 1.5. In 2020 Council also agreed to start discussions with THT to move from a payment mechanism that segregated the core grant, inflation and services costs to calculating one total financial support package and a single composite management fee. Again, due to Covid 19 this has not been progressed any further.
- 1.6. THT launched Project Tullie in 2018 to mark the 125th anniversary of the museum. Project Tullie is the Trusts masterplan to "*transform Tullie House Museum into the creative and cultural heart of the borderlands for the 21st century*" and, they believe, is central to their future business plans.

2. LOCAL GOVERNMENT REORGANISATION

- 2.1. The announcement of Local Government Reorganisation (LGR) in Cumbria will impact on the Council's future budget setting arrangements and will therefore have implications for outlining the indicative core grant for 2023/24 and 2024/25. As the LGR programme becomes clearer the implications for Tullie House Trust will be assessed and appropriately communicated.

3. CORE GRANT

- 3.1. The management fee referred to in the Tullie House Trust Business Plan (Pages 51/52 7.3) represents the financial support offered to the Trust on an annual basis to

assist the Trust to operate. The Council has reduced this grant since the commencement of the Trust in May 2011, these reductions are approximately in line with other revenue reductions managed by the Council during this period. The table below (2.2) demonstrates these reductions over time. To give the Trust certainty during this period the Council agreed to hold the core grant between the years 2013-15 and 2016-2020.

- 3.2. Previous core grant funding, inflation (borne by the Council) and Services costs (paid over to Tullie House Trust) are laid out below.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Core Grant	1,314,420	1,256,420	1,198,420	1,198,420	948,420	734,420	734,420	734,420	734,420	634,420	584,420
Inflation	0	18,161	37,003	47,034	80,438	77,696	89,301	118,130	146,723	178,568	181,757
Services (HR/Payroll/ICT/H&S)	0	0	0	0	13,294	22,388	72,480	82,498	89,403	90,784	90,784
TOTAL PAYMENT TO TULLIE HOUSE TRUST	1,314,420	1,274,581	1,235,423	1,245,454	1,042,152	834,504	896,201	935,048	970,546	903,722	856,961

- 3.3. The total annual payment of funds to THT from the council is made up of the Core Grant, inflation and the market tested costs of services previously provided by the City Council (HR/Payroll/ICT/H&S).
- 3.4. The Core Grant is agreed as part of the annual budget cycle. The inflationary increase and cost of services calculations are written into the funding agreement.
- 3.5. Inflation is determined on an annual basis through a formula based upon individual income and expenditure budget heads included within the Tullie House Business Plan rather than on a fixed percentage increase on the core funding.
- 3.6. The future core grant built into the Council's current Medium-Term Financial Plan assumes the following reductions in core grant in respect of Tullie House Trust.

	2022/23	2023/24	2024/25
Core Grant	434,420	434,420	434,420
Cumulative Inflation total since 2011/12 (estimate*)	215,742	248,746	266,625
Services (HR/Payroll/ICT/H&S)	90,784	90,784	90,784
TOTAL GRANT	740,946	773,950	791,829
Savings from 2021/22 levels	150,000	150,000	150,000

*Inflation estimated at 2% but will be calculated in line with the partnership agreement at CPI

4. BUILDING AND COLLECTION FINANCIAL IMPLICATIONS

- 4.1. In addition to the core grant, inflation and services the City Council is responsible for other costs associated with the building and the collections.
- 4.2. The City Council owns the collections that THT exhibits. These are valued on the Council balance sheet at £18.3m, however they are currently insured for £30m as they are due to be re-valued and there is an expectation that the value has increased.
- 4.3. The Council's Property Services team are responsible for managing the Councils maintenance obligations within this contract.

More detail on these is provided in Appendix 2 but a summary is as follows:

Tullie House Museum / Herbert Atkinson House

c. £50,000 per annum on annual maintenance and repair costs

c. £33,000 per annum (average) on major capital costs

c. £29,000 per annum¹ of staff time supporting THM maintenance projects

¹ Staff time as estimated by Finance.

- 4.5 The Council also insures the buildings and the exhibit / fine art collections. The average cost over the last two years for the range of insurance policies that the Council maintains on behalf of THM and HAH is in the order £96,000 per annum.

5. PROJECT TULLIE & LEASE ARRANGEMENTS

- 5.1. Project Tullie is the trusts long term plan for re-purposing and refurbishing the museum and art gallery property estate whilst also appealing to new audiences and creating a more sustainable financial position for the institution.
- 5.2. Although the capital costs fall outside the revenue budgets presented in the business plan, THT see the delivery of the project as crucial to their ability to fulfil their strategic priorities (Community Engagement and Financial Sustainability) and associated objectives.
- 5.3. The development of Project Tullie is managed via a Project Board. An extract from the Project Managers report is copied below, this covers the funding objectives for the overall programme of works.

Source	Type	Target Income	Progress update	Next steps
NLHF	Public	£4,500,000	Expression of Interest approved in March. Application submitted to 25 August 2021 deadline.	To receive a decision by the end of December 2021 – permission to start could be given by January 2022.
Levelling Up Fund	Public	£17,013,583	Administered through Carlisle City Council an application was submitted 18 June 2021.	Decision expected early October 2021.
Carlisle City Council	Public	£1,500,000	As per Executive report concerning Levelling Up Fund	Await decision of Government see above
Towns Fund	Public	£918,000	Funding confirmed. Mott Macdonald commission by CCC to undertake Business Case development.	Input in to Business Case development.
DCMS/ACE	Public	£2,000,000	Funding confirmed. Phase 2 scheme information submitted for review. Request for isolated £2m 'Plan b' scheme should LUF be unsuccessful.	'Plan b' scheme information in development for submission in September.
Borderlands	Public	£2,000,000 - £4,000,000	Discussions are ongoing with the Hadrian's Wall Partnership Board (HWPB) to confirm the project commissioning process. In addition, Carlisle City Council have commissioned consultants	HWPB commissioning process likely to take place over the Autumn period. TH awaiting invitation to meet with consultants Blue Sail to discuss

			AMION, to identify the best Roman themed project option for Carlisle.	strategic fit with overall HW Investment Plan.
FHSF	Public	£1,100,000 reduced allocation	Castle Street scheme only. Package removed from NLHF approach.	Open to further discussions with Carlisle CC as project develops.

- 5.4. A key part of achieving this level of external funding support is assuring funders of the security of their investments, in particular the term and extent of any property leases.
- 5.5. Tullie House is currently occupied on the residue of a 30-year lease from 1 April 2011 at a peppercorn rent with the City Council as Landlord being responsible for repairs. The agreement runs concurrently with the management agreement which also expires on 31 March 2041.
- 5.6. Given the proposals outlined above, Tullie House Trust now wish to proceed with an extension to their lease term and extend the Tullie House estate to cover Herbert Atkinson House (including the gardens and stable block), and potentially the Castle Street properties (clock tower to Dye Works). The Herbert Atkinson House assets feature strongly in the Project Tullie masterplan and are a part of the levelling up application.
- 5.7. The Castle Street properties (formerly University of Cumbria teaching assets) are of interest to the Trust and may inform the development of Project Tullie as their masterplan moves from RIBA stages 1 & 2 on to 3 (more detailed design).
- 5.8. The Council have agreed to progress with the lease negotiations during this financial year and has several options/considerations including:
- Granting Tullie House Trust a broader lease (or separate leases) for the assets outlined above i.e. Tullie House Museum and Art Gallery, part of Herbert Atkinson House, gardens and stable block and the whole or part of Castle Street properties.
 - Assessing the appropriate extension of lease (length) and appropriate terms.
 - Assessing the appropriate conditions for granting the above lease variations such as being predicated on successfully securing the various funding streams potentially available.
 - Should the Partnership Agreement be altered/extended to match any lease extension?

6. TULLIE HOUSE TRUST BUSINESS PLAN

- 6.1. The THT business plan highlights the continued impact of the pandemic on their financial position with the projected reduction in income at 50% on 2019/20 levels.
- 6.2. This has been mitigated to some extent by THT's application for the maximum amount of support available under the CJRS, a business rates discount and the fact that all non-essential activity and expenditure was suspended from mid-March 2020.
- 6.3. THT received a grant from the Government's Culture Recovery Fund (CRF) that allowed it to cover losses, pay for the additional costs involved in reopening and reflate our reserves.
- 6.4. THT's 'free' reserves at the start of 2021/22 were £402k but due to the reduction in earned income, THT expect free reserves to reduce to £295k by the end of the year. This is within the minimum target level for free reserves set by trustees of between £250k-£350k, and total reserves (including free, designated and restricted) will reduce from £2,063,852 to £1,050,000.
- 6.5. The THT are predicting a loss of c. £1m for 2021/22 (much of which is due to the development of *Project Tullie*), compared with a break-even position originally projected.
- 6.6. The THT business plan notes that the planned £150k reduction in the core grant for 2022/23 will reduce their reserves.
- 6.7. The THT business plan makes the following assumptions regarding the core grant over the next four years:

	2022/23	2023/24	2024/25	2025/26
Total Core Grant (£)	£740,964	773,950	791,829	810,066

The assumptions for the base core grant appear to be in line with the MTFP.

7. CONSULTATION

- 7.1. The Tullie House Trust Business Plan is due to be considered by Carlisle Health and Wellbeing Scrutiny Panel on the 25/11/21.

8. CONCLUSION

- 8.1. Following Scrutiny, the Tullie House Trust Business Plan and core funding to be agreed and approved in line with the Partnership agreement.

9. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

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Appendices attached to report: TULLIE HOUSE BUSINESS PLAN 2021–2030 (22/23 revision)

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:

LEGAL –

1. The agreement between the Council and Tullie House Museum & Arts Gallery Trust requires that the core funding is agreed on a three year rolling basis against a Business Plan submitted to the Council no later than 31 October each financial year which both parties must use their best endeavours to agree by no later than 31 December each year. In February, the Council approves its budget for 2021/22, as per normal, the following two years' grant is indicative only.
2. It is noted at section 5.5 of the report that the proposed Business Plan relies on the availability of a number of funding streams and that in order to draw upon those funding streams the Trust would need to adjust its lease terms. It may also need to adjust the extent of the properties it holds under a lease to include Herbert Atkinson House and/or its gardens. However, whilst the Council can look to support the business plan in principle and look to agree the core funding as required by the current agreement, it should be noted that the Council's support should be subject to separate negotiation and agreement in relation to the following in order for the Council's discretion to remain unfettered in considering its position;
 - a. Vary the terms of the lease of Tullie House and the Millennium Gallery; to include the length of the lease term, the extent of the property occupied and vary the repairing obligations. Under this heading the Council will also need to

consider its an assessment of the Subsidy Control Regime on any new lease terms agreed and satisfying its S.123 Local Government Act 1972 duty in relation to obtaining best value;

- b. Vary the terms of the Operation Agreement dated 5th May 2011 to revert to a 4 year cycle of reporting and longer term to be in line with any variation to the lease. Under this heading the Council may need to consider any impacts procurement law may have and an assessment of the Subsidy Control Regime;
- c. [removing Herbert Atkinson House from the Disposal Programme and the impact of its removal on projected capital budgets]; and
- d. The Trust is obliged to obtain a number of written consents under the terms of the Operation Agreement outside of any specific consents required under the terms of its Leases.

FINANCE – The Medium Term Financial Plan assumes provision for the core funding of the Tullie House Trust in accordance with the Funding Agreement and includes reductions in the core funding which have been previously agreed. In line with standard procedures, further work is required in respect of the inflation calculation for 2022/23. The Medium Term Financial Plan assumes a phased introduction of recurring savings to the grant payable to Tullie House following receipt of a jointly commissioned report; this was assumed at £50,000 from 2021/22 and a further £150,000 from 2022/23.

The proposed disposal of Herbert Atkinson House and 6-24 Castle Street are included within the Asset Disposal Plan which is embedded within the Council's financial planning processes. These assets are expected to generate capital receipts of £160,000 and £275,000 respectively. If a new lease arrangement is agreed with Tullie House Trust for Herbert Atkinson House, the asset is likely to be retained and removed from the Asset Disposal Plan and therefore no capital will be received.

Any potential revenue savings to the Council resulting from the requested revised lease arrangements will be confirmed and reported back to Executive.

The current Capital Investment Strategy includes a maximum potential investment towards Project Tullie in relation to the Levelling Up Fund.

The Council will need to have regard to any procurement requirements when varying the terms of any leases and the impact these may have on the arrangements for the Operation agreement.

EQUALITY –

INFORMATION GOVERNANCE –

PROPERTY – The current lease arrangements will need review to assist the Trust in accessing the funding opportunities available. The Council also needs to ensure that appropriate arrangements are in place that reflect the respective financial positions of the two parties in light of the significant potential funding streams that may be forthcoming to ensure there is an equitable spilt of liabilities.

Herbert Atkinson House and Castle Street are both currently part of the disposals programme, careful consideration needs to be given to all opportunities to ensure that best value is derived from the assets.



Tullie House Business Plan
2021/22 - 2030/31
August 2021, NLHF Round 1 Submission

Tullie House Business Plan 2021/22 – 2030/31

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Foreword: Business Plan, 2021/22, Strategic Update: Recovery and Growth

Overview

Following the 2020/21 Covid-19 (C-19) global pandemic, museums in the UK were allowed to reopen on 17 May 2021. Recovery was slow but thanks to strong programming, good marketing and an outstanding new permanent costume gallery to celebrate, our income and visitor numbers by mid-August, were around our revised target of 50%. Our stretch target is 70%.

Financial year (2019/20) was our most successful year for almost a decade with footfall exceeding 200,000 and earned income up by 17% before the first of the C-19 national lockdowns were enforced.

The Museum partially re-opened in July 2020 on reduced hours to try to generate income whilst maximising benefit from the government's Coronavirus Job Retention Scheme (CJRS), but again had to close in November 2020. This period, due to a combination of social distancing measures and fragile customer confidence, resulted in the Museum experiencing a 70% decrease in previously projected visitor numbers and concomitant earned income.

As a result of the national uncertainty over the past 18 months and the huge financial impact the pandemic has had on Tullie House, this business plan has been updated to illustrate the scenario planning work that has been undertaken to assess the likely future viability of the Trust. Most of the chapters have been updated accordingly. The financial analysis provided in this Business Plan is therefore both realistic and robust and takes into account the depressed but slowly recovering visitor market as a result of the pandemic.

Despite the seismic impact of the pandemic on the cultural and visitor economy, the core element of our pre-pandemic strategy remains. The capital renewal set out in our *Project Tullie* plan is fundamental to our financial viability. Indeed, in the context of the coronavirus pandemic, *Project Tullie* is more vital than ever. In order to fully recover from the impact of the pandemic and to re-establish Tullie House as Carlisle's pre-eminent visitor attraction it is all the more pressing that we create a visitor experience that is fit for purpose, able to do justice to the city's long history and provide the bedrock for renewing and growing the Museum's income from non-public sources.

Recovery

Prior to the pandemic our strategy for dealing with the planned reduction in funding from Carlisle City Council was a combination of short-term measures, including revising our admissions policy to grow income and cutting costs by replacing paid gallery staff with volunteers and the longer-term improvements that *Project Tullie* would enable.

The pandemic has had a major impact on our projected gains and savings we had planned, and will place additional, considerable strain on our reserves over the next two years as we develop *Project Tullie*. Our reserves – combined with the increase in income we had projected before the pandemic – would have been just sufficient to cope with the planned reduction in our management fee by Carlisle City Council which have been implemented and which will continue in 2022/23.

However, we are now projecting a reduction in earned income of 50% on 2019/20 levels. Whilst this has been mitigated to some extent by our application for the maximum amount of support available under the CJRS, a business rates discount and the fact that all non-essential activity and expenditure was suspended from mid-March 2020, we are still projecting a final operating result less than that originally expected. We expect to make a significant loss next year of around £1m (much of which is due to the development of *Project Tullie*), compared with a break-even position originally projected.

Our success in applying for a grant from the Government's Culture Recovery Fund (CRF) has been vital to our survival. It has allowed us to cover losses, pay for the additional costs involved in reopening and reflate our reserves so that our commitment to *Project Tullie* remains on course. Nevertheless, the planned reduction of a further £150k from Carlisle City Council in 2022/23 will once again erode our resources.

Tullie House's 'free' reserves at the start of 2021/22 were £402k but due to the reduction in earned income, free reserves are expected to reduce to £295k by the end of the year. Whilst this is within the minimum target level for free reserves set by trustees of between £250k-£350k, total reserves (including free, designated and restricted) will reduce from £2,063,852 to £1,050,000. A continuation of visitor numbers being below pre-pandemic levels limits the ability of the Trust to mitigate this reduction through earned income. All other areas for savings will be scrutinised, but there will inevitably be an impact on free reserves again.

Growth

Remaining an Arts Council England National Portfolio Organisation is crucial to the ongoing sustainability of the Museum and will help drive further growth. The Arts Council's new 10-year investment strategy 'Let's Create', and the accompanying Investment Principles, are an ideal fit with our Manifesto and its focus on using collections, programmes and resources to inspire learning for life and position Tullie House as the 'heartbeat' of cultural life in Carlisle. The Investment Principles will help us to accelerate the progress we have been making in establishing our museum as a dynamic, relevant and sustainable organisation that plays a vital role in our local, regional and national cultural eco-system.

One of the few advantages of the C-19 pandemic has been the opportunity to develop and accelerate our capital fundraising campaign for *Project Tullie*.

Subject to final sign off, we have secured £2m direct from HM Treasury (announced in the Chancellor's Budget speech in March 2021), £918k from the Ministry of Housing, Communities and Local Government (MHCLG) via the Carlisle Town Deal, and £1.5m from Carlisle City Council in support of a single application to the Government's Levelling Up Fund (via MHCLG). The application to MHCLG under Levelling Up is for £17m and when matched with the funding listed above, would deliver the critical £21.4m Phase 2 of *Project Tullie*. A Phase 3 of £6m has also been progressed via an application to the National Lottery Heritage Fund (NLHF).

Project Tullie is our plan for renewal of the Museum, and is fundamental to Tullie House's ability to stabilise, survive and prosper as a thriving resource for the City of Carlisle. The comprehensive masterplan clearly demonstrates that with significant capital investment and the right business model Tullie House can be less reliant on income from local government and therefore become more independently sustainable. Phase 1 of the project saw the Costume Galleries opening to great acclaim in July 2021. In addition to securing the Museum's future, the project will also deliver huge economic and social benefit to Carlisle and the wider city region. It is clear from community and visitor research that the demand is there.

Andrew Mackay
Director

1. Introduction: Vision, Mission, Aims and Objectives

1.1 Context: a period of change

Tullie House Museum and Art Gallery Trust operates and manages Tullie House Museum and Art Gallery in Castle Street, Carlisle, which is our principal place of business, and the Guildhall, a 14th century Grade I Listed building in the Greenmarket.

Additionally, the Trust occupies industrial premises for off-site collections storage, and in 2014 Carlisle City Council provided access to the adjacent Herbert Atkinson House in Abbey Street. This building is now used to house the Cumbria Biological Data Centre and the Senior Leadership Team

All of these premises are leased by the Trust from Carlisle City Council, as are the collections. The Trust manages the buildings and collections on behalf of the City Council.

This business plan sets out Tullie House's ambitions and plans for the next 10 years from 2021/22 to 2030/31.

This period is set to be one of significant change for the museum, and will encompass three important strands of activity and development:

1. **The delivery of the *Project Tullie* capital development programme**, our masterplan to transform Tullie House Museum into the creative and cultural heart of the borderlands for the 21st century.
2. **The completion of Arts Council England's (ACE) current cycle of investment in Tullie House Museum Trust, Wordsworth Grasmere and Lakeland Arts Trust as a consortium (CMC¹)** being funded until 2022/23 as a National Portfolio Organisation (NPO). During the period covered by this plan we will be making the case for continued NPO investment by ACE in the museum.
3. **To work in close partnership with Carlisle City Council to further reduce Tullie House's dependence on its core support** in a way that delivers long-term financial sustainability and enables *Project Tullie* to be delivered.

The arrival of the global Covid-19 pandemic from March 2020 has of course had a significant impact on Tullie House. This business plan has been updated to reflect this and our immediate priority is ensuring the survival of the Museum in the short to medium term.

Despite the seismic impact of the pandemic on the cultural and visitor economy, our strategic aims remain unchanged. The capital renewal set out in our *Project Tullie* plan is fundamental to our medium to long-term financial viability. Indeed, in the context of the coronavirus pandemic, *Project Tullie* is arguably more vital than ever. In order to recover from the impact of the pandemic and re-establish Tullie House as Carlisle's pre-eminent visitor attraction it is all the more pressing that we create a visitor experience that is fit for purpose, able to do justice to the City's long history and provide the bedrock for renewing and growing the Museum's non-grant income.

¹ Cumbria Museum Consortium

⁴ Extended by one year as a result of C-19'

1.2 Vision and Mission

Tullie House Trust's **Vision** is:

"Tullie House will help Carlisle and Cumbria be a thriving place for everyone. Our collections and programmes will bring people together, growing social capital, confidence and creativity. They will make this a better place to live and work and strengthen our identity and pride."

Its **Mission** is:

"Tullie House is the heartbeat of Carlisle's cultural life. We use our collections and programmes to inspire engagement and creativity in the heart of our community."

1.3 Aims and Objectives

At the beginning of 2016 we introduced the *Tullie House Manifesto*. This was refreshed in 2021 and forms the basis of all our work and our two strategic priorities. **Community Engagement** is at the very heart of the Manifesto, and we will work hard to ensure that our community influences what we do and how we do it. We will communicate better, involve more people and open up new opportunities for people to be inspired by the collections we hold.

Our other priority area – **Financial Sustainability** – is also underpinned by the Manifesto. Greater engagement will increase visitor numbers and therefore admission income and secondary spend. However, we have also been testing the market – asking our users what they want – and, providing we can secure the required funding, many of their responses will be implemented over the next three years. We have started this by creating a permanent Costume Gallery to show, for the first time, our regionally important textile collection which is increasing audiences and providing contemporary interpretation as well as improved visitor facilities.

We recognise the need to improve performance, gather data and respond to visitor needs; these are all reflected in our Manifesto, but the challenge is to weave community engagement and financial resilience together so that we can develop our role, connect better with our audiences and deliver inspiring and popular programmes.

In 2018 we set out our aims and objectives as follows:

- **Aim 1: Financial Sustainability**

The CMC has secured NPO status from ACE for the period 2018 to 2023, however, the City Council has indicated that a further reduction in the core management fee is likely to be implemented in 2022/23. The Trust has therefore developed a strategy based on increasing income from both earned and contributed sources to plan for the potential reduction:

- Objective 1: Develop an organisational focus on generating greater earned income (including catering, retail and admissions)
- Objective 2: Improve management information so that we can better manage performance
- Objective 3: Secure funding to initiate a programme of capital developments designed to generate a significant increase in earned income
- Objective 4: Actively increase income from trusts, foundations, individuals and corporates

- **Aim 2: Community Engagement**

The Trust sees investing in its engagement programme as key to developing audiences – extending its reach and diversifying and growing the number of people interacting with the collections are core purposes that will also help make the organisation more sustainable.

- Objective 5: Focus on developing greater engagement with the Carlisle community
- Objective 6: Continue to work with the least engaged groups within Carlisle and the surrounding area
- Objective 7: Strengthening our Borderlands offer so that our collections can help people better understand our unique region, Hadrian's Wall and significance of Carlisle as a destination city
- Objective 8: Develop international audiences from China or with communities interested in Chinese culture

Within these eight objectives is a schedule of specific actions and priorities (see our current Action Plan, Appendix I). The Action Plan includes the ACE CMC commitments, some of which are shared across the consortium.

1.4 Project Tullie: Overview and Objectives

Project Tullie, our masterplan to *transform Tullie House Museum into the creative and cultural heart of the borderlands for the 21st century*, is fundamental to the delivery of this business plan. Although the capital costs fall outside the revenue budgets presented here, the delivery and impact of Project Tullie are woven into this Business Plan. The delivery of the project is crucial in our ability to fulfil many of the aims and objectives outlined above, notably:

	Tullie House Objective	Project Tullie Outcome
Objective 1	Develop an organisational focus on generating greater earned income (including catering, retail and admissions)	Significant improvement in visitor experience and facilities, increasing visitor numbers and spend
Objective 4	Actively increase income from trusts, foundations, individuals and corporates	Improvement in the range and quality of activities, providing more fundable opportunities
Objective 5	Focus on developing greater engagement with the Carlisle community	Improved visitor experience and facilities; improved education and community spaces; increased opportunities for co-curation and creative engagement; new opportunities for volunteering.
Objective 6	Continue to work with the least engaged groups within Carlisle and the surrounding area	Increased capacity for engagement activities, newly relevant displays and exhibitions.
Objective 7	Strengthening our Borderlands offer so that our collections can help people better understand our unique region,	Engaging the community to help redisplay the collections, display of more

	Hadrian's Wall and significance of Carlisle as a destination city	relevant collections and tell inspiring stories
--	---	---

In Summary, *Project Tullie* has outcomes focused on three themes:

People

Creating a sense of inclusivity and community, being a catalyst for creative engagement

Place

Reimagining the original purpose of Tullie House as Carlisle's centre of arts, learning and knowledge

Heritage

Revealing and restoring the existing buildings and sharing hidden collections

These themes are founded on:

- growing and diversifying local, regional and national audiences.
- increasing financial sustainability.
- partnership working.
- enhancing the city and region's profile and impact

The following graphic summarises the vision for *Project Tullie*:

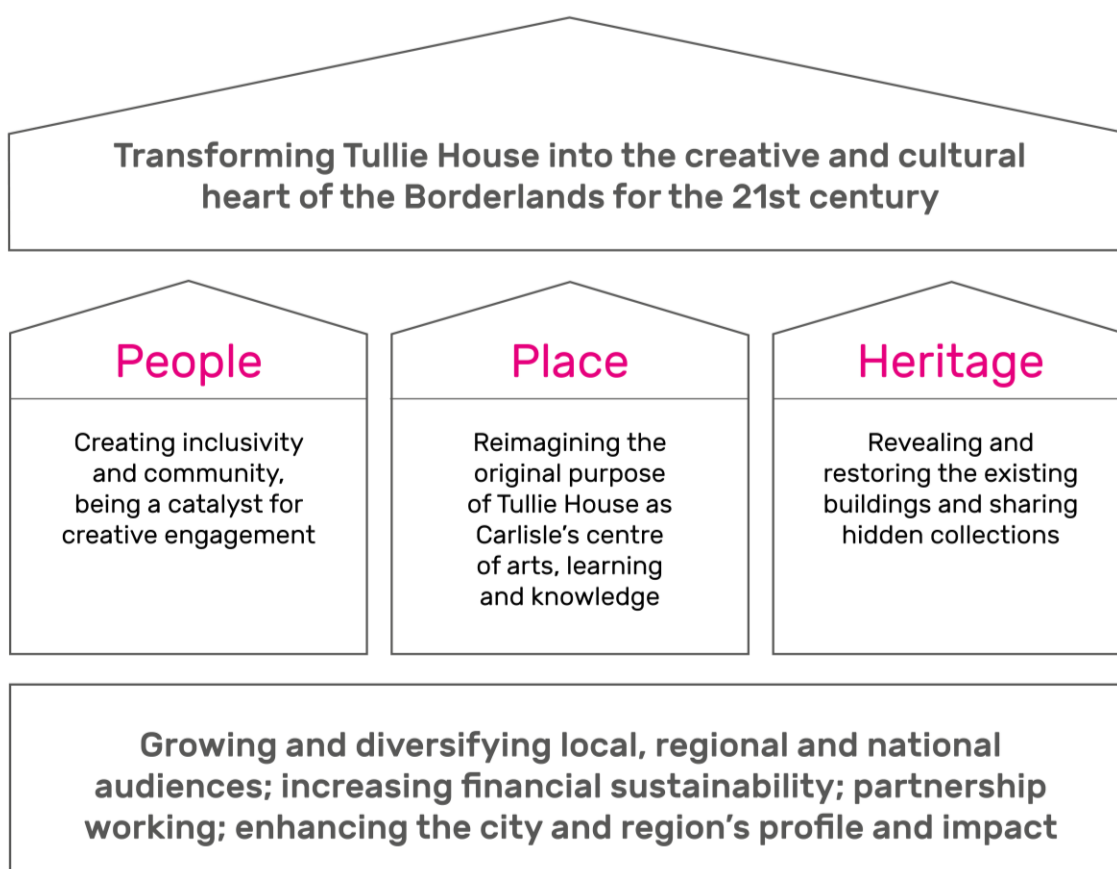


Figure 1

Project Tullie Vision, Outcomes and Foundations

The Primary Scenario of this plan has been updated to recognise that Phase 1 of Project Tullie, the Costume Gallery, has been completed. Phases 2 and 3, closely aligned with the masterplan, and prepared in conjunction with Counterculture and the architectural firm, Carmody Groarke (October 2019), will commence in 2021/22.

Project Tullie will transform the much-loved Tullie House Museum into a thriving, sustainable and dynamic hub for heritage, community engagement and wellbeing. Its twin heritage focus is to:

- Deliver a more accessible, refurbished and revealed historic property.
- Maximize access to some of the UK's most important historical and environmental collections.

The project will connect people to collections and the natural world by exposing beautiful hidden Victorian spaces, safeguarding collections currently at risk and creating a building that is fit for purpose. The museum will:

- Co-design these spaces with local communities, filling them with people's heritage and stories, Improve the visitor experience and community facilities.
- Expand the volunteer workforce.
- Build on work with minority groups and young people.
- Increase the volume of museum collections on display.
- Develop new opportunities for contemporary interpretations of the collection through co-creating new, active learning spaces and digital experiences with volunteers and community partners
- Ensure that this project is owned by the people of the region and seen as a flagship development for Cumbria and the Borders

Whilst the museum is successful in generating a wide range of income and delivering a well-received exhibitions and engagement programme, it also faces several challenges, to which Project Tullie responds:

- Modest level of paying visitors (c.35k-45k p.a.), with relatively low admissions yield; in part driven by collection displays are dated and tired, which do not tell all the stories the collection has to offer in a way that is relevant and appealing to visitors.
- Aspects of the collection in which the audience are most interested; natural history, social history and fine art, are either under-represented on display or relatively hidden or inaccessible.
- Tullie House has ambitions for co-creating, free-thinking, open learning environments, interdisciplinary practice, immersive spaces in its Manifesto, but is hampered in achieving this by the constraints of its building.
- Current learning facilities are not fit for purpose, even for the current offer, with the main learning spaces being inaccessible and too small. School activities are running at capacity, constrained by the available spaces, which limits income generation
- There is an appetite for volunteering that the museum does not have the staff or physical capacity to accommodate.
- Circulation and way finding within and between buildings is difficult, again constraining income generation and negatively affecting the visitor experience
- Due to limited resources, there is a lack of capacity in key areas including Development, Digital and Communications, Volunteer Management.
- Commercial income is underperforming, with relatively low conversion to catering and retail; the space and fit out of the café is dated.

The Project Tullie Masterplan represents a once in a generation opportunity to modernise the

museum's facilities and displays and make the organisation fit for purpose for the 21st Century.

The next phase of the Masterplan development, which we will deliver by 2024/5, involves:

- The refurbishment of the main gallery spaces, including new provision of learning spaces
- Renewal of the café, shop and entrance
- Provision of a new gallery building to link the two separate elements of the 1893 building.
- As well as renewing all aspects of the visitor offer, this option also transforms the way people will experience the collection by allowing visitors to begin in the centre of the museum and then choose which of a 'constellation' of galleries they would like to visit, rather than being funneled through a single route.
- This also will enable the museum to continually refresh its displays without disrupting the visitor experience.
- In summary, Phases 2 and 3, to be delivered in the period of this plan, will successfully deliver:
- Improved visitor experience through increased amenity and consolidated circulation, providing the setting for increased community activity, social use and public engagement with heritage.
- Enlarged exhibitions and improved collections storage which will improve both care and access to collections and drive increased visitor numbers and therefore income.
- Expanded learning and engagement offers through reestablishing Tullie House as a 'School of Learning' for Carlisle.
- Enable a sustainable business plan, with a greater range of earned income.

1.5 Treatment of the Capital Project in the business plan

Capital project income and expenditure has been expressed as 'below the line' so it is possible to see the impact of the project on the Museum's revenue position during and after the project.

The Museum's reserves are unlikely to be large enough to provide cash flow for the construction phase of the project, given that the drawdown of public and lottery funds are both expected to be quarterly in arrears on certificated payments. As a result, a temporary bridging loan from a lender such as CAF or one of the Museum's local authorities will be required for the duration of the construction phase. An allowance has been made within the Project Budget for the costs of borrowing in this event.

1.6 Business Plan KPIs

During the period of this business plan, Tullie House will grow and develop as an institution, safeguarding its current strengths and improving its financial sustainability, developing new audiences, attracting more visitors and engaging local people and visitors alike.

In order to provide a headline picture of desired change and in order to track progress against 'what success will look like', the following KPIs have been adopted by the board.

Impact of Covid-19

From March 2020, continuing until the time of writing (August 2021), the Covid-19 pandemic has had a significant impact on visitor and income levels and the timescale of the national recovery from this is uncertain. The KPIs have been accordingly updated to reflect the impact of Covid-19 and our plans for recovery:

KPI	Pre-pandemic (2019/20 Actual)	1 st Pandemic year (2020/21 Actual)	2nd Pandemic year (2021/22 Projected)	Pandemic recovery year (2022/23) 6m closure	By 2026 (post-Project Tullie)
Ticketed Visitor Numbers	53,855	5,898	26,000	16,756	100,000
Learning Programme Numbers ²	31,832	2,801	15,916	11,000	40,000
Net Promoter Score ³	81	81	81	85	91
Visitor types: increasing the proportion of harder to reach audiences	Facebook Families: 7%	Facebook Families: 7%	Facebook Families: 7%	Facebook Families: 9%	Facebook Families: 14%
Admissions income (£/% of total)	£142,360 / 6%	£25,501 / 1%	£79,198 / 5%	£49,826 3%	£500,000 + / 20% +
Trading income (net) (£/% of total)	£68,000 / 3%	£354/ 0%	£29,000 / 2%	£23,698 / 2%	£160,000 + / 7% +
Council funding / contract (% of total)	39%	36%	48%	48%	34%

1.7 Developing our business model: an overview

Tullie House operates a mixed business model, combining earned income from admissions and trading with core funding in the form of a management fee from Carlisle City Council and an annual grant from Arts Council England as an NPO museum, and raised income from various charitable sources.

Looking beyond the short-term impact of the pandemic, proposed changes to the museum and expected changes in the external environment mean that we anticipate both the amount and proportion of these income streams will change. There will be an increased emphasis on growing admissions and trading income, with relatively static (and in some cases reducing) support from elsewhere.

Detailed figures are described in the plan and presented in Sections 7,8 and 9. The table on the following page shows how we expect the business model (income and expenditure) to change from the most recent full year to the final year of this plan, taking into account both the impact of the pandemic and the delivery of Project Tullie.

The key working assumptions (which are discussed in more detail in Sections 7 and 8 of this business plan) include:

- Further reductions in income from the City Council (a total reduction of £100K in the management fee before inflation by 2022/23 (see Section 6.3 for further discussion of this);
- Continued NPO funding from Arts Council England at a standstill level from 2023/24 onwards;

² Consisting of engagement numbers of schools, families, young people, community, talks and outreach programme

³ National measure, from –100 to +100; Tullie House is well above national average

- Reductions in earned income from admissions and trading to 30% of pre-pandemic levels in 2020/21 and 2021/22 reflecting the impact of the pandemic on these income streams in Summer 2020.
- Inflation is included in the business plan projections and is assumed to be 2% per annum.
- Future capital income and expenditure on Project Tullie is excluded.
- Delivery of the new Costume Gallery in 2021. We had anticipated an increase in annual visitors by c. 10,000 per annum as a result of this, however due to Covid-19 this is no longer the case.
- Revised charging structure with a single Annual Pass Ticket for adults (no concessions) with children free (unless part of a charged-for structured school visits);
- Our planned price rise from £10 to £11 (including VAT) for the Annual Pass ticket in 2020 has been postponed due to Covid-19.
- An increase in the annual ticket price to £14 (including VAT and inflation) for the same ticket after the delivery of Project Tullie in 2025
- Project Tullie Phases 2 and 3 are delivered during this period, with construction in 2024/25 and completion in April 2025;
- No admissions, catering or retail income are included in 2024/25, to reflect the potential need for temporary closure during the Project Tullie construction works. (NB: this is not confirmed or agreed at Trustee level but is a prudent working assumption at this early planning stage).
- Following the completion of Project Tullie, our Primary Scenario illustrates c. 100,000 ticketed visits per annum (with a spike in year 1 of opening). We have also prepared detailed scenarios showing 80,000 and 60,000 ticketed visits per annum.

In organisational terms, the masterplan will deliver an organisational structure that will support the new levels of ambition at the museum.

Following the completion of Phase 2 of the masterplan, the business plan anticipates an organisation that will have grown, developed and changed. There will be new income streams from larger audiences, a staffing structure that will match new levels of ambition and increased resources available for programme, audience development and marketing.

It is projected that ticketed visitors will increase from pre-pandemic levels, of around 50K per annum, to deliver audiences of c.100k ticketed visits each year. In the 100K visit Scenario (Scenario 1 and the Primary Scenario in this plan), key changes to the current business model include:

- Admission income increased from £137k in 2019 to £500k+ in from 2025 (including inflation).
- Retail, commercial events and catering income will increase as a result of improved facilities and increased visitor numbers.
- An expanded staff structure, providing capacity to deliver enhanced displays, services and business development.

The model is designed to be flexible and able to be scaled appropriately depending on visitor income. Details of the implications to the business of 60k and 80K annual visits (as opposed to 100k) are detailed in Section 10 below.

Detailed figures are described in the plan and presented in Sections 7,8 and 9 and Appendix II. The table on the following page shows how we expect the business model (income and expenditure) to change from the most recent full year to the final year of this plan.

Summary of Projected Income & Expenditure 2021/22 – 2031/32, Primary Scenario

Overview		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
100K visits Scenario				6m closure	Construction	Phase 2					
Phases 2 and 3 delivered					Closed	Completion					
LUF spend timeframe											
Inflation	Covid			NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
		0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
		1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
Footfall		26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed Admissions		5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Income											
Carlisle City Council Management fee		903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
Other Core Funding		503,732	429,890	418,890	413,890	433,890	433,890	433,890	433,890	433,890	433,890
Other grants & sponsorship		315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid grants		697,787	41,602	0	0	0	0	0	0	0	0
Admissions		33,592	93,441	56,141	0	632,194	602,375	644,973	687,571	687,571	687,571
Trading (net of direct costs)		354	29,473	23,968	0	158,064	171,975	184,281	197,309	210,455	222,176
Learning income		2,656	20,230	11,366	0	20,438	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges		2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments		6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges		38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income		2,505,092	1,773,245	1,513,115	1,444,840	2,333,316	2,362,998	2,443,448	2,525,020	2,559,521	2,593,014
CBDC income (gross)											
CBDC gross income		137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income		2,642,948	1,878,563	1,609,633	1,542,865	2,438,878	2,470,628	2,553,177	2,636,880	2,673,545	2,709,235
Expenditure											
Staffing costs		£944,185	£989,568	£854,676	£830,390	£1,036,154	£1,056,877	£1,078,015	£1,099,575	£1,121,567	£1,143,998
Exhibitions and projects		176,653	1,163,552	324,890	224,890	284,890	344,890	344,890	424,890	424,890	424,890
Utilities		130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational expenditure		342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Central costs allocated to trading		11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital Renewal allowance		0	0	0	0	0	25,000	25,000	25,500	26,010	26,530
Contingency		0	0	0	0	0	45,000	45,900	50,000	51,000	52,020
Total Museum expenditure		£1,605,118	£2,794,033	£1,818,429	£1,690,381	£2,182,532	£2,311,101	£2,347,168	£2,468,548	£2,507,873	£2,547,864
CBDC Costs											
CBDC Staffing		£89,020	£85,037	£86,738	£88,472	£90,242	£92,047	£93,888	£95,765	£97,681	£99,634
Other costs		£0	£13,000	£13,000	£13,000	£13,000	£13,000	£13,000	£13,000	£13,000	£13,000
CBDC Costs		£89,020	£98,037	£99,738	£101,472	£103,242	£105,047	£106,888	£108,765	£110,681	£112,634
Total Expenditure		£1,694,138	£2,892,070	£1,918,166	£1,791,853	£2,285,774	£2,416,148	£2,454,056	£2,577,313	£2,618,553	£2,660,499
Surplus (Deficit)		£948,810	(£1,013,507)	(£308,533)	(£248,988)	£153,104	£54,480	£99,121	£59,567	£54,992	£48,736
Planned transfer from restricted reserves		£0	£295,776	£54,902	£54,902	£54,902	£54,902	£54,902	£54,902	£54,902	£52,925
Planned transfer from/to designated reserves		£0	£610,591	£68,318	£68,546	£27,751	(£2,583)	(£82,841)	(£113,094)	(£108,343)	(£98,586)
Final position after planned transfer from/to reserves		£948,810	(£107,140)	(£185,313)	(£125,540)	£235,757	£106,799	£71,182	£1,375	£1,551	£3,075
Free reserves		£402,161	£295,021	£109,708	(£15,832)	£219,925	£326,724	£397,906	£399,280	£400,831	£403,906

Note on capital expenditure

- Capital income and expenditure on *Project Tullie* is *excluded* from the revenue income and expenditure.
- The purpose of this approach is to prevent the revenue projections being distorted by significant capital income and expenditure.
- Investment in Project Tullie will be capitalised on the Trust's accounts as 'Leasehold Improvements'.

1.8 Reserves during the period of the business plan

The pandemic has had a major impact on our projected gains and savings we had planned and will place additional, considerable strain on our reserves over the next two years as we develop *Project Tullie*.

Tullie House's 'free reserve' at the start of 2021/22 were £402k but due to the reduction in earned income, free reserves are expected to reduce to £295k by the end of the year. Whilst this is within the minimum target level for free reserves set by trustees of between £250k-£350k, total reserves (including free, designated and restricted) will reduce from £2,063,852 to £1,050,000. A continuation of visitor numbers being below pre-pandemic levels limits the ability of the Trust to mitigate this reduction through earned income. All other areas for savings will be scrutinised, but there will inevitably be an impact on free reserves again.

The reserves position over the period of this business plan is intrinsically linked to the ability to deliver Project Tullie and then its successful operation.

With no project Tullie, total reserves will quickly be depleted, with little or no investment in the estate. In contrast, the primary scenario, as illustrated below, shows the replenishment of free reserves to close to the target level of c.£400K within three years of opening and then, by 2030, the development of an additional designated Project Tullie reserve of c.£390K, for investment in future phases of the master plan.

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
			NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
Covid	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Surplus (Deficit)	948,810	(1,013,507)	(308,533)	(248,988)	153,104	54,480	99,121	59,567	54,992	48,736
Planned transfer from restricted reserves		295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves		610,591	68,318	68,546	27,751	(2,583)	(82,841)	(113,094)	(108,343)	(98,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	235,757	106,799	71,182	1,375	1,551	3,075
Free reserves	402,161	295,021	109,708	(15,832)	219,925	326,724	397,906	399,280	400,831	403,906
<u>Designated Reserves</u>										
Capital reserve	225,365	160,267	95,169	30,071	0	0	0	0	0	0
CBDC	127,818	127,818	124,598	121,150	123,470	126,053	128,894	131,988	135,331	138,917
Project Tullie	545,493	0	0	0	0	0	80,000	190,000	295,000	390,000
General Acquisitions	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Café Investments	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Gallery Improvements	0	0	0	0	0	0	0	0	0	0
TOTAL DESIGNATED	928,676	318,085	249,767	181,221	153,470	156,053	238,894	351,988	460,331	558,917
Restricted funds at Year End	733,015	437,239	382,337	327,435	272,533	217,631	162,729	107,827	52,925	-
Total b/fwd	1,115,042	2,063,852	1,050,345	741,812	492,824	645,928	700,408	799,528	859,095	914,087
Total movement	948,810	(1,013,507)	(308,533)	(248,988)	153,104	54,480	99,121	59,567	54,992	48,736
Total c/fwd	2,063,852	1,050,345	741,812	492,824	645,928	700,408	799,528	859,095	914,087	962,823

Notes on the reserves table

- **2020/21** – Government support compensates for impact of the pandemic, including developing reserves to cope with uncertain future challenges.
- **2021/22** – Ongoing impact of the pandemic: reduction in earned income and some expenditure, cuts in council management fee, and requirement to invest in developing Project Tullie in advance of *Levelling-up Fund* application.
- **2022/23, 2023/24** –Ongoing pandemic impact, lost income during construction requires unrestricted reserves to underwrite the museum’s operation.
- **2024/25 onwards** - Reserves begin to be rebuilt to sustainable levels (as per Charity Good Governance Guidance) from post-*Project Tullie* surplus.
- **Unrestricted reserves (excluding CBDC)** will be low in 2022/23 and 2023/24 and will require careful cashflow management, with potential for a borrowing requirement.

2. Context: Audiences and Commercial Overview

2.1 Visitor numbers, market penetration

Cumbria Tourism data suggests that 22.5% of visitors to the Carlisle Region attended a museum (compared to 14% of visitors to Cumbria as a whole), while Audience Agency research suggests that 25% of residents within a 30-minute drive of Carlisle city centre have visited a museum in the last 12 months.

In 2019/20 the Museum attracted 53,855 paying visitors. This equated to only 1% penetration of the market for visitors to the Carlisle Region with a propensity to visit a museum. There was a much higher penetration of local audiences, around 29%, assuming local visitors visited on average twice during the year.

Whilst these statistics clearly show the potential that the museum has to attract more visitors, it should also be noted that cross-referencing data from two sources can result in misleading assumptions. Tourists, for example, who are 'walking the Wall' may generally visit museums but are unlikely to be motivated to do so when undertaking a time driven walking expedition.

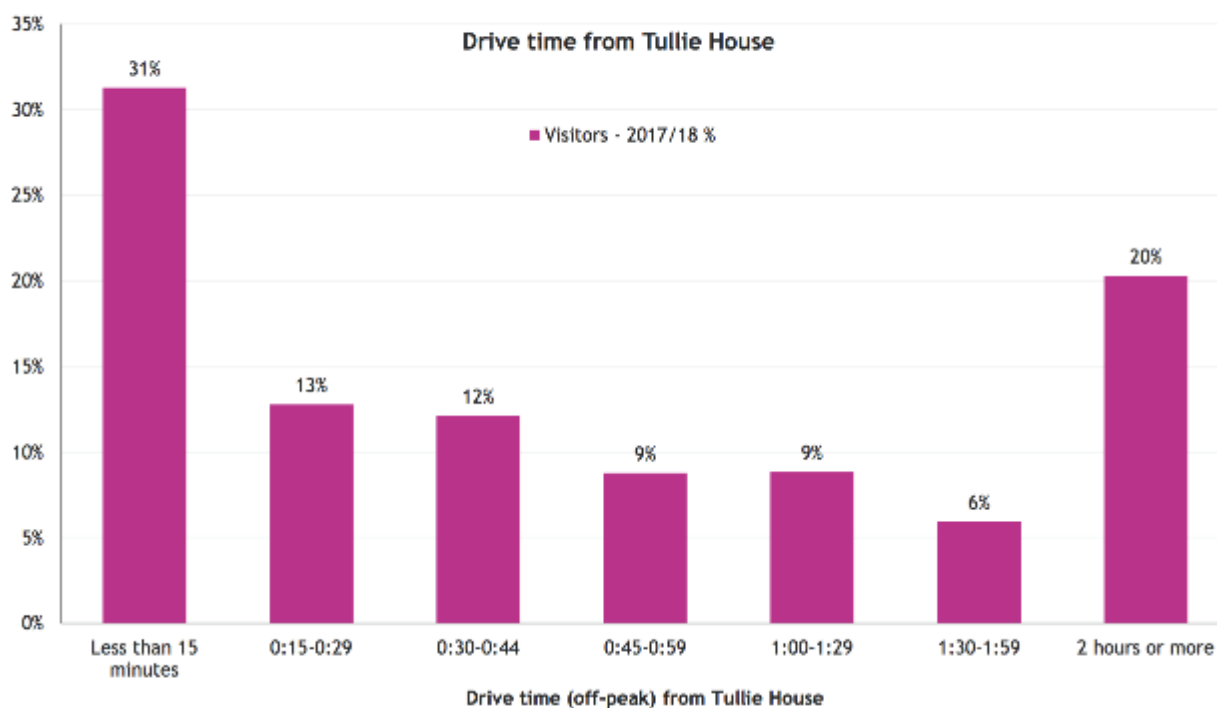
2.1.1 Local visitors

Carlisle is the urban capital of the County of Cumbria with a population estimated at 107,000. The city is the centre of an economic region serving 500,000 people who live in Cumbria, Northumberland and Southern Scotland.

Tullie House is a well-used local resource with a good penetration of local audiences.

Audience Agency analysis of 2017-18 Gift Aid data suggests that around 44% of ticketed visitors were from within a 30-minute Drive Time.

Drivetime



This represents a conversion rate of the local population of 14% (7.3% assuming 2 visits per annum). If we consider the section of the population who are likely museum attenders, the penetration rate is 57% (28.7% assuming 2 visits per annum).

Audience breakdown and market penetration, 2017-18

Visitor penetration rates	Breakdown (%)	Paying Visits (#)	Total Market Size (#)	Penetration Paying (%)	Museum Attenders (%)	Likely Market Size (#)	Museum Attenders Penetration (%)
Total visitors (current)	100.0%	43,370					
Visitors from beyond 30 mins	56.00%	24,287	9,394,000	0.26%	22.5%	2,113,650	1.1%
30 minute DT (Carlisle City Council residents only) (Excludes U15s)	44.0%	19,083	130,536	14.62%	25.5%	33,234	57.4%
Local penetration rates assuming 2 visits p.a. per visitor				7.31%			28.7%

2.1.2 Visitors to Carlisle

Tullie House already has a wide reach in attracting tourism visitors to Carlisle. Analysis of postcodes of ticketed visitors to the museum who opted to Gift Aid admissions during 2017-18 shows a national spread across the UK:

Pinpoint map



Figure 2

Map showing postcodes of visitors to Tullie House in 2017/18 (Audience Agency research)

Analysis of the same data revealed that 35% of visitors came from further afield than a 1hr drive time and 20% came from more than 2 hours drive time from Carlisle.

Nevertheless, with an improved offer, Tullie House has the potential to be much more significant as tourism attractor than is currently the case.

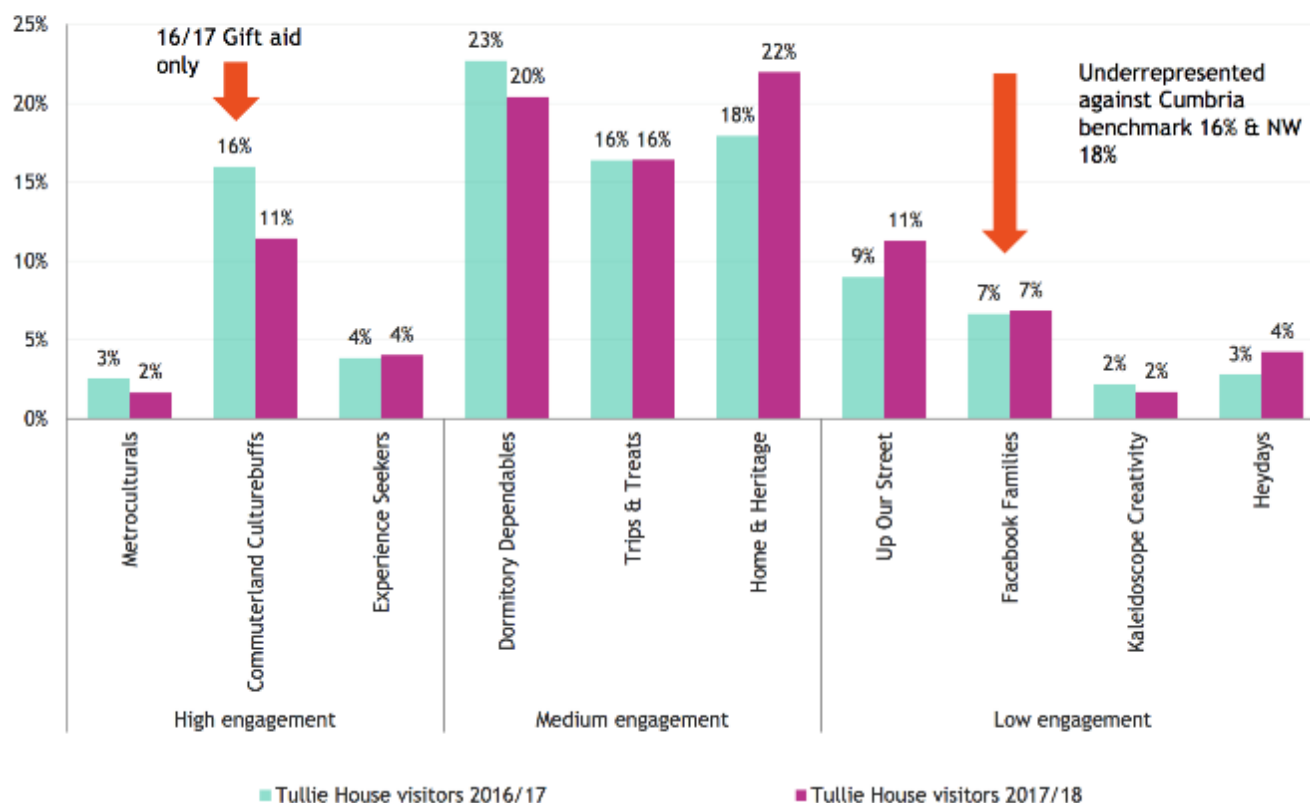
In 2017/18 the Museum attracted 43,370 paying visitors. This equated to only 1% penetration of the market for visitors to the Carlisle Region with a propensity to visit a museum (noting the caveat in 2.1).

2.1.3 Audience Profile

Audience Spectrum segments the whole UK population by their attitudes towards culture, and by what they like to see and do. There are 10 different Audience Spectrum profiles that can be used to understand who lives in a local area, what current audiences are like, and what could be done to build new ones.

Audience Agency analysis of ticketed visitors to Tullie House by postcode reveals that the museum is successful in appealing to demographics with a high and medium propensity to engage with museums.

Audience Profile - Ticketing (postcode analysis)



Looking at the available data for 2017/18 on the Tullie House audience, the five most highly represented segments are:

- Dormitory Dependables
- Trips and Treats
- Home and Heritage
- Commuterland Culturebuffs
- Up our Street

In addition, there is great potential to focus on ‘Facebook Families’ which were represented well in the previous year and are an audience present in Carlisle which Tullie House would like to attract more often, despite the challenges that this audience have in attending cultural venues (*see Appendix V for a description of these audience segments*).

In the future, Tullie House requires its interpretation to look to offer a solid family-friendly experience for the local and loyal ‘Trips and Treats’ audience and reach out to attract more ‘Facebook Families’. With good planning, this can be achieved while continuing to cater to the needs of the local and visiting ‘Dormitory Dependables’, local ‘Home and Heritage’ and ‘Up our Street’ and visiting ‘Commuterland Culture Buffs’.

2.2 Paying visitors

Recent Performance

In 2018/19 Admissions and associated Gift Aid accounted for £125,000 from 40,743 ticketed visitors⁶.

In 2019/20 the equivalent figure was £137,000 from 53,855 visitors.

In 2019/20 the split of ticketed visitors was as follows:

Ticket type	% of total ticketed admissions
Annual Ticket purchase	11.5%
Day Ticket	35.6%
Annual Ticket Re-admission (free)	19.6%
Child (Free)	25.7%
Other Free of Charge	7.7%

Future assumptions

In formulating the projections for visitor income in this plan, we have assumed the same split between paying and free ticketed visitors. However, from 2020 the Museum moved to the Annual Pass Gift Aid model, which meant that separate day tickets were phased out, with a single annual pass available.

Although the pandemic has meant that the impact of this on a full 'post-Covid' year has yet to be seen, the expected impact will be to:

- Increase yields on ticket sales.
- Simplify admissions charges for visitors (research reported confusion about the different ticket types).
- Increase income from tourist visitors with minimum impact on local audiences (many of whom already purchase annual tickets)

We will continue to offer free admission for under 18s (see Section 7.1 for rationale).

In the short term we have had to revise our assumptions on admissions to c.30% - 50% of our previous projections:

Year	Previously projected ticketed visits	Revised ticketed visits due to Covid-19
2020/21 (Including lockdown period)	47,700	5,898 (actual)
2021/22 (partial lockdown)	45,700	c.26,000 (projected @50%, actual after Q2 is 33%)

2.3 Other commercial assumptions

Detailed analysis of future trading income is included in Section 7.2 below.

Shop

The museum shop will continue to be run in-house. Some small-scale improvements were made in 2019/20, with significant improvements to be made following *Project Tullie* developments. These will include better positioning, presentation, visibility and sightlines, combined with secondary outlets throughout the building and commercial stock based on aspects of the museum's collections that will be revealed through *Project Tullie* (for example natural history and fine and decorative arts).

Café

A third-party operator currently runs the Museum's café (see 7.2.2). The café recently benefited from a light-touch makeover and will continue to be run by an independent operator.

During the development phase we will be looking at options for the catering operation with a focus on how it can be improved, tailored to our audience's requirements and deliver a greater financial contribution.

2.4 VAT

Tullie House is VAT registered and has opted out of the Cultural Exemption Scheme.

VAT is charged on all admissions, ticketed activities, trading activities and service agreements with the Local Authority. As a result, all VAT incurred on expenditure is recovered. While we expect this position to be maintained during and beyond the capital project as there are no proposed changes to the fundamental principles of our business model (i.e., we will still charge for admissions and continue to opt out of Cultural Exemption), we have commissioned a review of our VAT position, which may result in a very small percentage of irrecoverable VAT becoming due to reflect our education work.

3. Context: Governance and Staffing

3.1 Governance and management

In 2011 Carlisle City Council transferred the management of Tullie House to a new charitable trust – Tullie House Museum and Art Gallery Trust. At the same time the employment contracts of Tullie House staff were transferred from the City Council to the Trust. The Trust was incorporated on 17 March 2011. It became a registered charity on 3 August 2011 (charity registration number 1143235). The charity's object is, "to advance the education of the public, including an understanding and appreciation of the arts, sciences and history".

The charity has a subsidiary trading company, Tullie House Museum and Art Gallery Trust (Trading) Limited, a private limited company that was incorporated on 19 July 2011 (company registration number 07710513). All receipts from trading (excluding admissions) are received by the trading company and any profits are gift-aided back to the museum.

The Trust operates and manages Tullie House Museum and Art Gallery – its buildings and collections – on behalf of the City Council.

The City Council continues to provide core funding to the Trust, in the form of annual grants, which are agreed based on a rolling three-year business plan prepared by the Trust. A series of 30-year legal agreements commencing in 2011 underpins key aspects of the operational and contractual relationship between the Trust and the City Council.

The Board of Trustees is comprised of between 6 and 13 members (currently 12), including two appointed by Carlisle City Council, and the Director of Tullie House. The Trustees agree the Trust's business strategy, business plans and key museological and administrative policies. They also agree financial and risk management policies and review performance. There are three board committees:

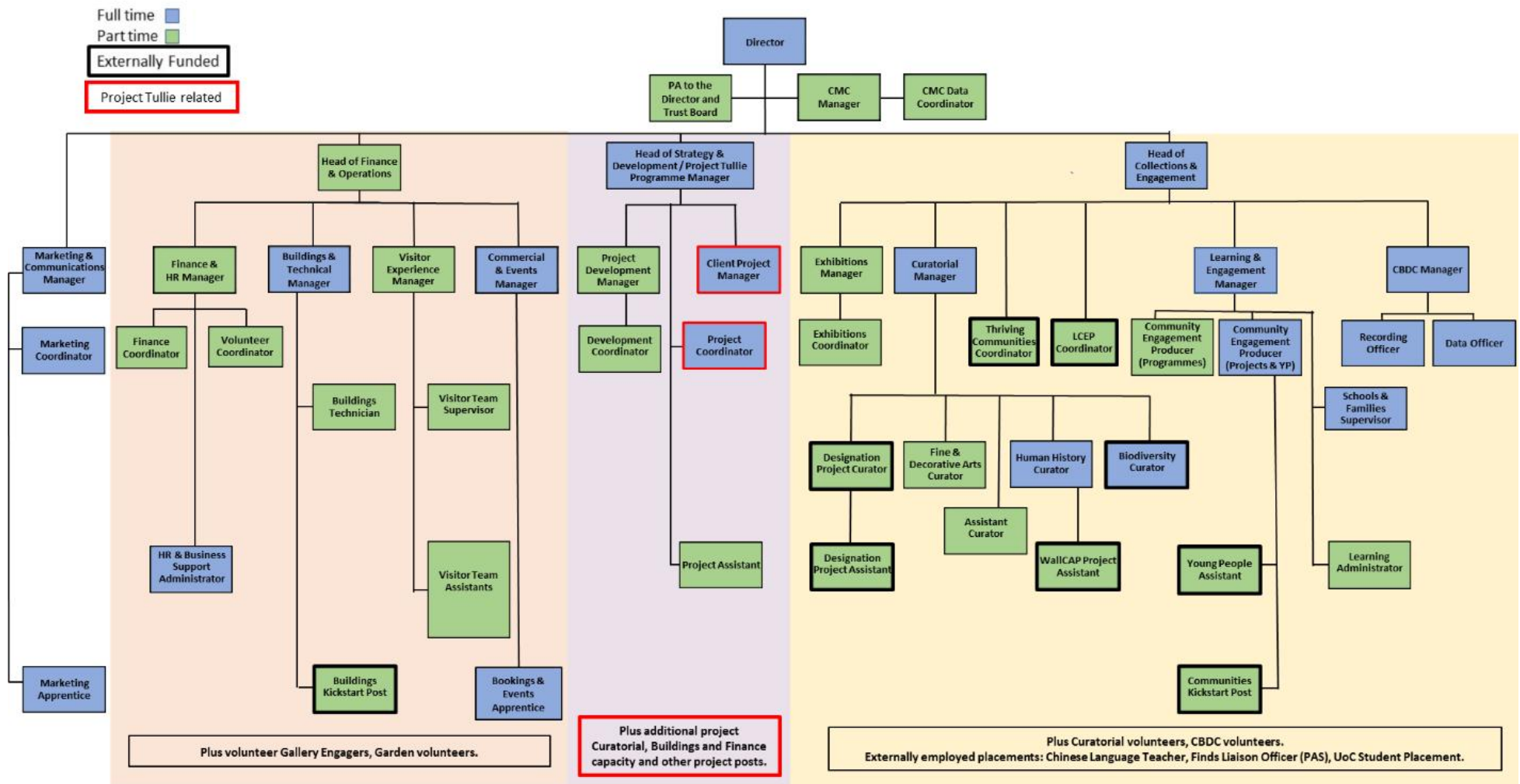
an Audit and Risk Committee comprising four Trustees which oversees financial risk and controls, and which monitors the Arts Council NPO programme; a Development Committee comprising six Trustees which is examining new methods of raising income and donations, and a Remuneration and Nominations Committee comprising three Trustees which reviews the Trust Director's pay and performance and makes recommendations on new Trustee appointments. In April 2021 a new Community Board was created to ensure that the voice of the community is heard and can influence the direction of the organisation. To ensure effective communication and appropriate status, the Chair of the Community Board sits on the Trust Board and one of the trustees has a seat on the Community Board.

3.2 Staff structure

There are currently 49 full- and part-time staff at Tullie House, with an FTE of 37.2.

Volunteers play an important role in supporting the staff team, with a total of 71 volunteers in 2021. details of volunteering at Tullie House are discussed in Section 8 below.

The following chart shows the current management structure at the Museum:



Following significant budget reductions in local government spending since 2010 (a reduction of more than £700,000 per annum imposed or planned on Tullie House over recent years) there are several areas of work in which the Museum needs additional capacity:

- Fundraising: lack of dedicated permanent staff resource impacts on the ability of the Tullie House to fully exploit philanthropic income and maximise external funding opportunities.
- Digital: lack of dedicated capacity and expertise affects ability to innovate and reach new audiences, particularly those from priority segments with a lower propensity to engage with culture.
- Curatorial and Learning: especially linked to the development of *Project Tullie*
- Resource Management: especially with finance in light of the capital programme, ACE NPO management and complex grant awards
- Volunteer Management: The Museum now has a part-time Volunteer Coordinator but will need more capacity in future as volunteer numbers increase.

The nature of the Tullie House estate means that staff are housed in small offices in different locations within the museum. Many of the spaces are not fit-for-purpose and the working environment inhibits rather than facilitates cross-team collaboration.

3.3 Project Tullie: Governance and Project Management

Trustees have delegated responsibility for project delivery to the Project Executive, led by Museum Director, Andrew Mackay. The Project Executive has created a Project Board, led by a Trustee and which has guided the project through Feasibility and Briefing Stage. The Project Board currently meets quarterly two weeks before full Trust Board meetings, in order to provide thorough governance of the Project. There is also a Project Steering Group, which meets quarterly (as a minimum) open to all Trustees.

In addition, the Community Board's role is to provide guidance on the project from a community perspective. It is also intended that this board will provide a stepping stone for some members to become a future Trustees of the Museum.

The Director will lead an internal Executive Project Team consisting of:

- Head of Strategy and Development (and Programme Manager for Project Tullie)
- Project Development Manager
- Client Project Manager (new post to be recruited at the start of the development phase), responsible for liaison with the design team and other consultants
- Head of Finance & Operations
- Head of Collections & Engagement
- Project Tullie Lead Curator (all existing posts)
- Other staff and consultants as required

This team will meet fortnightly throughout the Development and Delivery Phases of the project.

The team will work with several external consultants, appointed via competitive tender, to complete specific elements of the Development Phase:

- Project Manager

- Conservation Management Plan consultant
- Activity Plan and Evaluation consultant
- Business Plan consultant

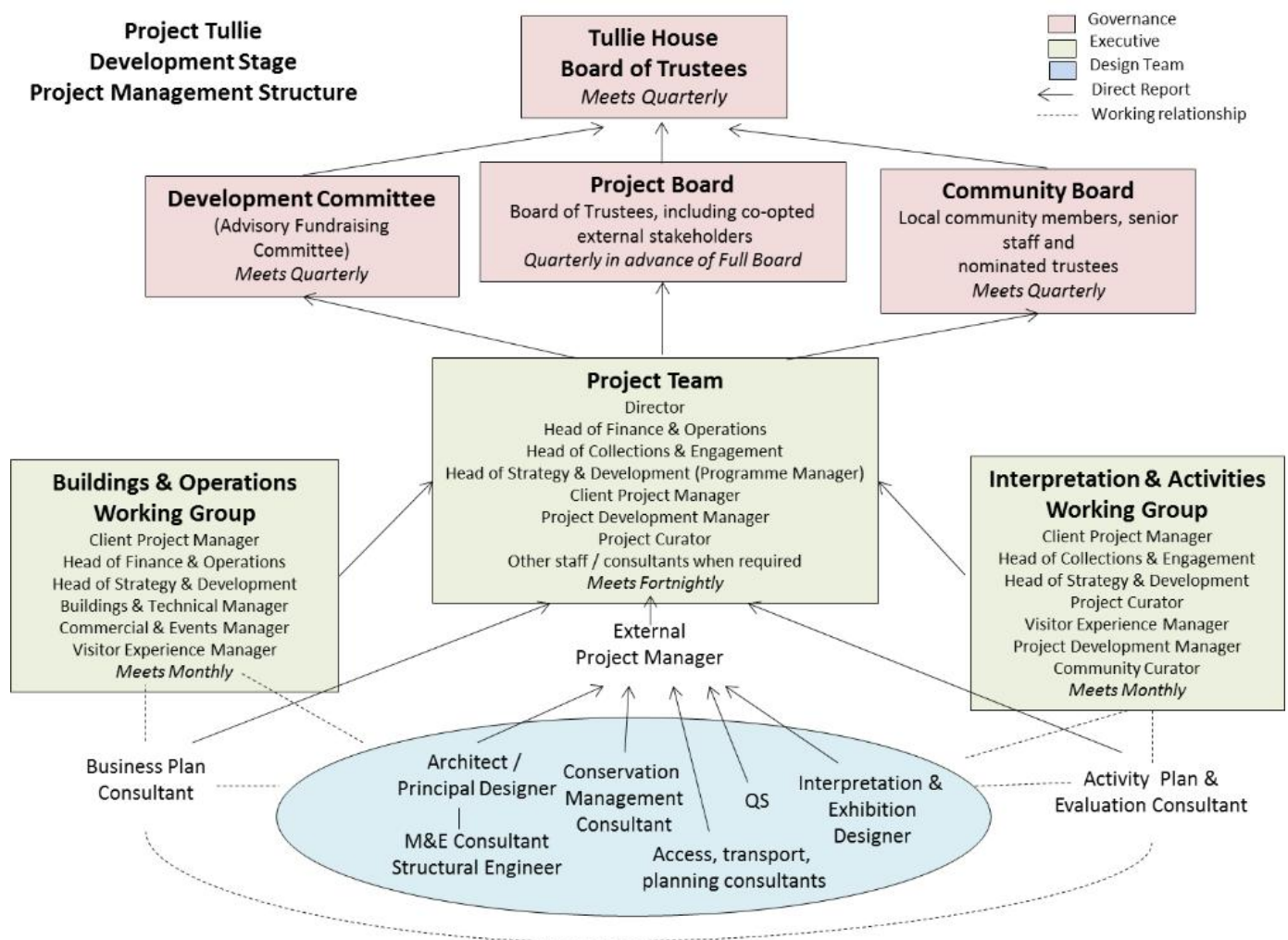
We will appoint a Design Team through an OJEU process, to be led by the Project Manager and comprising architects, interpretation and exhibition planners / designers, structural and services engineers and QS. The Design Team will be responsible for developing the building, interpretation and permanent exhibition plans and designs throughout the development and delivery phase. The Project Manager and Design Team, together with our Client Project Manager, will lead on our planning submission.

Design Team representatives will attend the Executive Project Team and Project Board meetings when required.

The Client Project Manager will be responsible for the Management and Maintenance plan for our non-collection assets.

Two staff working groups focusing on Buildings & Operations and Interpretation & Activities will feed into the project team.

The following diagram illustrates the Project Tullie Governance and Project Management structure:



4. Context: Local and National Policy

Over the coming years Tullie House and *Project Tullie* will contribute to a wide range of local, regional and national strategic objectives held by local and national government:

4.1 Carlisle City Council, Carlisle Plan 2015-18 (2015)

The City Council's vision, as set out in the Carlisle Plan, is to:

"Improve the health, wellbeing and economic prosperity of the people of Carlisle"

The second of the five priorities in the Plan are to:

"Further development of sports, arts and cultural facilities to support the health and wellbeing of our residents"

The Plan describes how,

*"This will help to make Carlisle an attractive prospect to investors and new residents. We are committed to supporting the city centre and visitor economy through our vibrant events programme and promoting the city's culture and heritage."*⁴

4.2 Carlisle City Council, Carlisle District Local Plan 2015-30 (2015)

The Local Plan's vision for Carlisle District in 2030 is for a place that,

*"People are attracted to visit, live, work, invest and importantly remain... a key driver of which is the setting of the historic City."*⁵

Project Tullie will deliver against several the Local Plan's Strategic Objectives:

Economy:

*Measures to enhance [Carlisle's] role as a sub-regional...cultural destination.*⁶

Historic Environment:

*To conserve, enhance and promote Carlisle's heritage and important historic landscapes whilst ensuring that development proposals respect and enhance Carlisle's historic assets.*⁷

Tullie House will also play a significant role in delivering two of the policies outlined in the Local Plan:

Policy SP 7 - Valuing our Heritage and Cultural Identity

Opportunities will also be pursued, to aid the promotion, enjoyment, understanding and interpretation of both heritage and cultural assets, as a means of maximising wider public benefits and in reinforcing Carlisle's distinct identity.

⁴ Carlisle Pan 2015-18, p4

⁵ Carlisle Pan 2015-18, p2

⁶ Carlisle Pan 2015-18, p12

⁷ Carlisle Pan 2015-18, p14

This policy recognises that, *“Key elements which contribute to the distinct identity of Carlisle District, and which will therefore be a priority for safeguarding and enhancing into the future, include key cultural assets encompassing parklands, landscapes, museums, art galleries, public art, local food and drink and local customs and traditions”*

In addition, the Council will, *“promote heritage-led regeneration including in relation to development opportunities in the City Centre;”*

Economic Policy EC9 - Supporting Arts, Culture, Tourism and Leisure Development

The tourism, arts, cultural and leisure sectors are vitally important to Carlisle as generators of economic prosperity, employment and enjoyment. It is essential that the potential of these sectors is promoted and supported to ensure the continued growth of the economy and cultural horizons of the district” (Economic Policy EC9).⁸

4.3 Carlisle Culture: Strategic Framework for Culture

Tullie House is a founding member of Carlisle Culture. The organisation’s Strategic Framework for Culture, launched in May 2020, sees Tullie House align with the city’s ambitions for cultural development.

4.4 Carlisle Town Investment Plan

Complementary to the Carlisle Culture Framework is the Town Investment Plan, produced by the Town Deal Board. The Destination City strand of the plan focuses on the potential of the city’s rich heritage and specifically focuses on the development of the museum via *Project Tullie*, as Project 3:

“The welcome & entrance to Tullie House Museum: Part of a wider £17m programme of improvements at Tullie House Museum, this project will better connect the Museum to the surrounding streetscape, increasing its visibility by providing a clear and contemporary point of arrival for visitors.

Delivering on our strategy:

- *Destination City - Transforming one of the city’s key cultural assets, improving the visitor offer and attracting additional tourists and spending.*
- *Vibrant City - Boosting footfall and spending by attracting more visitors into the heart of the city.*
- *Growing City - Supporting a growing visitor economy, creating new jobs for local people, and making the city a more attractive place to live and work.”⁹*

4.5 The Borderlands Inclusive Growth Deal

The ‘Borderlands Initiative’ was established in 2013 to facilitate co-operation across the Scotland-England border in recognition of the interrelationship (economically and socially) between these areas. The Initiative was jointly created by Carlisle City Council, Cumbria County Council, Dumfries and Galloway Council, Northumberland County Council and Scottish Borders Council in order to exploit and develop mutual economic and social links, and to develop a common ‘voice’ to influence the UK and Scottish Governments.

⁸ Economic Policy EC9 supporting Arts Culture, Tourism and Leisure Development

⁹ https://www.carlisle.gov.uk/Portals/29/Docs/town_investment_plan_June_2021%20FINAL.pdf, p28

The 'Borderlands Inclusive Growth Deal' will attract investment into the area, involving the development of projects to be presented to both the UK and Scottish Governments in a bid for capital funding.

Carlisle is a key point in the Borderlands narrative – the region's only City and at the crossroads of two of the identified growth corridors: the Western Borderlands Corridor and the Southern Borderlands Corridor.

Borderlands Inclusive Growth Proposition (2018)

The Borderlands Inclusive Growth Proposition includes the desire to create, an agile platform upon which to diversify the region's economic bases including tourism and learning.¹⁰

One of the Proposition's five key strategic themes is:

*"Investing in both our people and places to build on the traditional strengths of our towns and the Historic City of Carlisle, connecting the heritage of our proud, if at times controversial, past - symbolised by physical structures such as the Citadel and Hadrian's Wall, with an agile and flexible future making the most of cross-border collaborations."*¹¹

4.6 Cumbria Local Enterprise Partnership, The Four-Pronged Attack: Cumbria Strategic Economic Plan 2014-2024

Cumbria's strategic economic priorities are identified in Cumbria's Strategic Economic Plan (SEP)¹². One of the LEP's priorities is, *"A vibrant rural and visitor economy "*

There is cross over between the SEP and the newly produced Local Industrial Strategy for Cumbria (LIS). The LIS, published in 2019, identifies a 10-year vision for the county. This vision includes the need to continue the '...role of Cumbria as a place to visit supporting a thriving tourism industry, which in turn supports the cultural and other assets our residents can benefit from.' The LIS identifies 'assets' and within its subthemes specific priorities which will deliver 'productivity and earning power'. Under Environmental Assets culture is closely connected with natural capital: 'We have a strong cultural offer closely linked to and inspired by our world class landscape'. Whilst within the 'Places' subtheme, Priority 2 links economic growth to young people and culture: 'Research carried out by the LEP, and others has shown that young people are particularly interested in the cultural offer...' This is further recognised in the LIS action schedule: 'Improving the cultural and creative offer for residents and visitors - including cultural facilities, activities and festivals (building on the potential Cultural Strategy for Cumbria) and better joined up promotion.'

The LEP, in conjunction with Cumbria County Council, has published a strategy to develop the Cultural and Creative Sector in the County. The strategy has been developed following significant consultation with a wide a range of businesses and organisations in the creative industries and art and cultural sector. The strategy promotes Cumbria as *'England's Natural Capital of Culture and Creativity'* based on a thriving creative and cultural offer in an amazing landscape. It has

¹⁰ Borderlands Proposition, September 2017, p1

¹¹ Borderlands Proposition, September 2017, p2

¹² Cumbria Local Enterprise Partnership, *The Four-Pronged Attack: Cumbria Strategic Economic Plan 2014-2024*, 2014

been designed to promote and develop the existing exceptional arts and cultural offer and to encourage further growth in the creative industries. The strategy has been developed in consultation with all partners and has widespread support in its ambition and strategic priorities. Tullie House is identified as being a major strategic asset in helping grow the Cumbria economy with *Project Tullie* highlighted as a 'case study' on page 28.

4.7 Cumbria County Council

Cumbria County Council recognises the value that culture plays in the economy and in the health and wellbeing of the community. In addition to incorporating arts & culture into the draft Public Health Policy, the County has been instrumental (via leadership and funding) in setting up the Cumbria Arts and Culture Network, now a sector led voluntary organisation that seeks to advocate on behalf of the county's vibrant and resourceful cultural economy and support its development. The Network's mission is to work together to deliver a diverse, innovative, resilient and high-quality cultural offer in Cumbria, supporting economic development and wellbeing through high levels of participation, engagement and social inclusion.

Tullie House is not only a founding member of the Network it is also a member of the Steering Group.

4.8 University of Cumbria

Tullie House has a Memorandum of Understanding with the University of Cumbria and works collaboratively on a range of projects covering arts, history, creative writing, teaching, zoology, conservation and tourism. The University's Strategic Plan 2017-2020 (updated in 2021) entitled *Enriching People Through Place* aims to '...create spaces where our students want to spend time and enhance partner environments. We'll improve connections with off-campus learners, and to the culture that's already thriving in each location, looking beyond our campuses to link our students with the rich array of arts, culture and adventure on offer...'

The Vice Chancellor of the University is a Trustee of Tullie House and Chair of the Audit & Risk Committee. This, together with the ongoing programme and development work, ensures that the University of Cumbria is a key partner in the planning and delivery of *Project Tullie*.

4.9 Northern Powerhouse

The Northern Powerhouse strategy aims to address regional inequalities in the United Kingdom, particularly focusing on the historical lag in productivity in the North of England. The Northern Powerhouse is orientated towards improving infrastructure between cities and towns in the North, fostering entrepreneurship, and building on the strengths of its economies to improve its economic potential.

Cities such as Carlisle are identified as key enabling economies with complementary strengths that can contribute to the Northern Powerhouse agenda, including Carlisle with its sectoral strengths in tourism, retail, logistics and its good road and rail links.

Project Tullie forms part of this agenda as a key asset for developing tourism in the city and region. A Northern Powerhouse Culture group has been established, of which Tullie House is a member.

4.10 Arts Council England: *Let's Create*

Developing and renewing Tullie House, its programmes and its organisation will make a significant contribution to the Arts Council's new strategy for 2020-2030 and its ambition to produce 'a country transformed by culture, which bringing us together, makes us happier and healthier, and to excite, inspire, delight and enrich our lives.'

Through its work as a National Portfolio Organisation (NPO) as the lead partner of the Cumbria Museum Consortium (CMC), Tullie House will deliver against all four of the *Let's Create* Investment Principles:

- Ambition & Quality
- Dynamism
- Environmental Responsibility
- Inclusivity & Relevance

A new NPO Business Plan for the CMC will ensure that *Let's Create* dovetails with everything outlined in this Business Plan and that of *Project Tullie* to ensure seamless delivery, efficiency and read across.

5. SWOT

<p>Strengths</p> <ul style="list-style-type: none"> – Strong footfall – Collections, particularly Natural Sciences (Designated) and Hadrian's Wall archaeology (UNESCO branded) – Council supportive of the museum – TH role on Cumbria LEP Creative & Cultural Panel, County Council Arts & Culture Network and Carlisle Culture – Culture embedded in public health agenda via TH lead of Thriving Communities programme – Manifesto sets clear intent around co-creation, diversity and income generation – County repository for archaeology – CBDC – biological data centre embedded within TH – A dynamic, relevant and responsive Collections Development Policy – Learning programme strong (but facilities inadequate), success of Young People programme is important for ACE – Partnership working – Cumbria Museum Consortium, University, British Museum, Prism Arts, Borderlines, CAS, China etc. – Strong stakeholder support for <i>Project Tullie</i> 	<p>Weaknesses</p> <ul style="list-style-type: none"> – Brand – still considered part of Local Authority / not a charity – Paywall still an issue for some – Lack of awareness among visitors of the full range of activities of the museum – 'Not for me' attitude amongst a part of the local population – Carlisle not necessarily perceived as a city of culture – Staff capacity – Current displays are in one continuous story-led gallery therefore incremental / small scale improvements difficult – Current galleries don't make it easy to add collections due to way they are planned / themed – Collections storage poor and in the wrong places – Quality of catering – Still developing role of volunteers – Office space an issue – Small membership scheme – Learning facilities inadequate / capping income opportunities. Income covers direct but not staff costs
<p>Opportunities</p> <ul style="list-style-type: none"> – Footfall conversion – Crosby Garret effect (2011) showed it is possible to generate interest and funding (£2m raised) – Creating a brand for Carlisle as a great place to live/stay – Opportunity around Borderlands – funding and Tullie House brand development – Getting more on display (as demonstrated by the success of the Costume Gallery as Phase 1 of <i>Project Tullie</i>) – Newly Designated Natural Science collection – Developing stories / engaging communities – Make the Carlisle-ness of the Museum more visible – Opportunities to develop catering – Retail only breaks even – opportunities to improve – Volunteering still a big opportunity – World heritage site / UNESCO brand development – Art School heritage concept represents a strong opportunity – Further expansion of the Patron Scheme – Carlisle Culture strategic approach to developing investment in city 	<p>Threats</p> <ul style="list-style-type: none"> – Management fee reduction from City Council – <i>Project Tullie</i> programme slippage – <i>Project Tullie</i> match funding packages do not align – Local Government review – Carlisle City Council to be abolished in 2022, with new Northwest Cumbria authority yet to declare its strategic priorities – Staff burnout due to lack of resources / need to be consistently focused on securing external funding – Staff succession issues – Staff capacity – Losing ACE NPO status when reviewed in 2023

6. Programme overview

This section provides an overview of how our main programme activity will develop over the next five years in pursuit of our aims and objectives.

6.1 Project Tullie capital development programme

6.1.1 Summary of the Project Tullie Masterplan

In summer 2018, following the award of a Resilient Heritage Grant by the Heritage Lottery Fund (now National Lottery Heritage Fund (NLHF)), Tullie House appointed a consultant team comprising of Carmody Groarke (architects) and Counterculture (business planning) to work with staff and trustees on the development of the *Project Tullie* Masterplan.

The masterplan, developed and costed to RIBA Stage 1+, was completed in July 2019. The masterplan developed a brief for the long-term development of the Museum and its estate:

- Foregrounding the *Tullie House Manifesto* vision and developing a clear brand
- Building audiences and improving the visitor experience
- Enabling more community and learning activity
- Developing commercial income: Tullie House as a destination
- Unlocking the estate: circulation, visibility
- Revealing historic collections
- Revealing historic buildings and interiors
- Sustainable and resilient staffing to match the ambitions of the Manifesto

A comprehensive series of interventions is proposed in the masterplan to address:

- Collections displays and interpretation
- Visitor experience
- Circulation and access
- Commercial facilities
- Learning and community facilities
- Collections management and storage
- Staff accommodation and facilities
- Signage and way finding, relationship with the surrounding urban fabric and townscape

The masterplan acknowledges that a phased approach is required to address these improvements due to the collective cost of the proposals.

6.1.2 Summary of Phase 1: *The Costume Collection at Tullie House (complete)*

In 2021 the Museum delivered a new permanent display of its costume and textile collection in two Victorian galleries that were 'lost' in the 1990s. Despite having an outstanding collection, the Museum has never had a permanent costume gallery. The galleries were restored to reveal the architectural heritage and improve environmental conditions to exhibit fully conserved nationally important collections with deep local roots, making accessible for the first time a truly inspiring assemblage of decorative art history.

The new galleries feature innovative lighting, high specification display cases, transparent mannequins and a digital artwork to create a unique and innovative visitor experience.

The Costume Collection at Tullie House was generously supported by funding from the Cumbria Local Enterprise Partnership and the Northern Powerhouse, the DCMS/Wolfson Museums and Galleries Improvement Fund and the Garfield Weston Foundation.

6.1.3 Summary of Phase 2: *The Museum core*

Phase 2 of *Project Tullie* delivers a wide range of physical improvements to address the museum core circulation and visitor welcome, entrance and facilities, which will deliver connectivity across the site and increased space for collections display.

Summary of second phase outputs:

- Improved entrance with single main entrance/exit
- Remodelled central welcome area with enhanced visibility of collections and adjacent renewed retail offer
- Refurbished and improved catering and events space
- Ground floor collections store to be restored to public gallery space
- New build 'Garden Gallery' to provide vertical circulation at ground and first floor level along with new Gallery space and a lift for people and artworks. Access to 'Secret Garden' to the north of the museum also provided.
- Refurbishment of 1990s galleries on the first floor
- Restoration of 'hidden' 1893 art gallery on the first floor

6.1.4 Summary of Phase 3: *The Art School*

Phase 3 of *Project Tullie* delivers a wide range of physical improvements and organisational, visitor and programme outcomes:

Summary of third phase outputs:

- Restoration of 'hidden' art school on the first floor
- New fit for purpose accessible blended learning, community and gallery spaces
- Renovation of historic Stable Block to create activity space and increased access to the 'Secret Garden' to further unlock the estate.
- Improved collections storage facilities and collections management
- New interpretation of the galleries and increased collections on display / access to heritage

It is our ambition the work towards the delivery of Phases 2 and 3, as outlined below, in the period of this business plan.

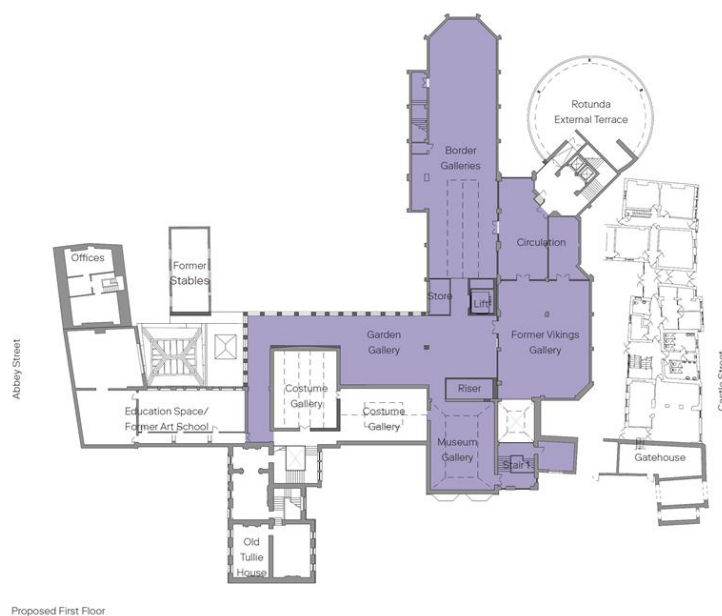
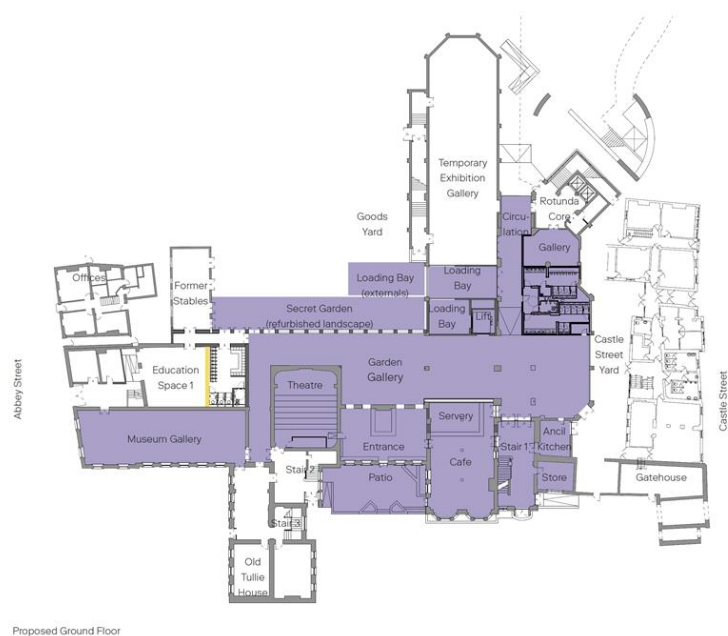


Image: Phase 2 development (Museum core)

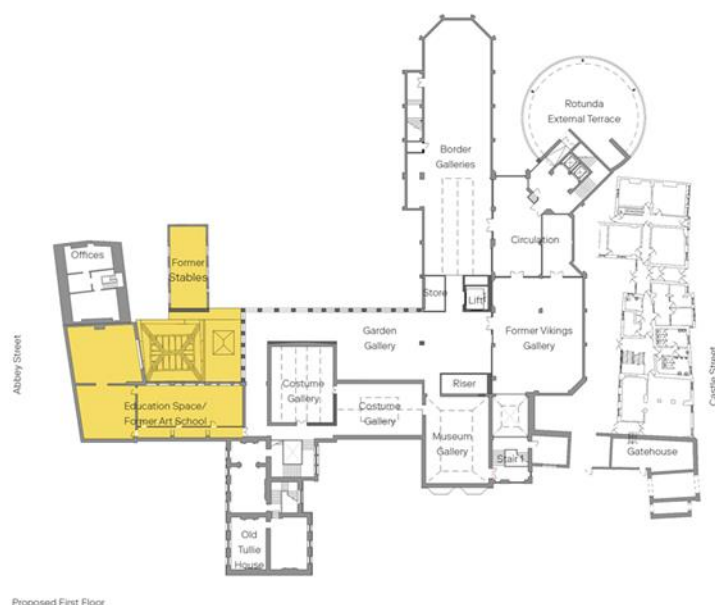


Image: Phase 3 development (The Art School / West Wing)

6.1.5 Cost

The estimated cost of Phase 2 and Phase 3 of *Project Tullie* is £27.5m (RIBA 1 cost estimate) with a Phase 2 cost of £21.4m and a Phase 3 cost of £6.1m. A detailed cost plan is included in the masterplan and was reviewed and updated in May 2021.

Details of confirmed and applied for funding relating to both phases is included in Section 5.1.9 below.

A summary of the expected spend profile is included in Section 8.7 of this Business Plan.

6.1.6 Programme

A top-level programme for Phase 2 and Phase 3 is as follows:

Phase 2	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Development & Fundraising						
Contracts and Mobilisation						
Construction						
Phase 2 Completed						

Phase 3	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Development & Fundraising						
Contracts and Mobilisation						
Construction						
Phase 3 Completed						

6.1.7 Outcomes

The Project Tullie capital development programme delivers a range of outcomes against Tullie House's Strategic Objectives.

	Tullie House Objective	Project Tullie Outcome
Objective 1	Develop an organisational focus on generating greater earned income (including catering, retail and admissions)	Significant improvement in visitor experience and facilities, increasing visitor numbers and spend
Objective 4	Actively increase income from trusts, foundations, individuals and corporates	Improvement in the range and quality of activities, providing more fundable opportunities
Objective 5	Focus on developing greater engagement with the Carlisle community	Improved visitor experience and facilities; improved education and community spaces; increased opportunities for co-curation and creative engagement; new opportunities for volunteering.

Objective 6	Continue to work with the least engaged groups within Carlisle and the surrounding area	Increased capacity for engagement activities, newly relevant displays and exhibitions.
Objective 7	Strengthening our Borderlands offer so that our collections can help people better understand our unique region, Hadrian's Wall and significance of Carlisle as a destination city	Engaging the community to help redisplay the collections, display of more relevant collections and tell inspiring stories

6.1.8 Relationship to the financial projections in this plan

The capital cost of the works is excluded from the revenue aspect of this business plan and included as 'below the line' income and expenditure to illustrate when the work is likely to take place.

This approach means that the income and expenditure projections of the Trust can be read from year-to-year on a like-for-like basis without the distortion that would be caused by large capital income and expenditure items.

Investment in Project Tullie will be capitalised on the accounts of the Trust as "leasehold improvements" and depreciated over the period of the lease.

6.1.9 Capital funding

Phase 2: Towns Fund, DCMS and Levelling Up

Initial funding of £2,918,000 towards Phase 2 was secured in 2021 from the Government's Towns Fund (£918,000) and from DCMS/ACE (£2,000,000)

A funding application for Phase 2 was submitted to the Levelling Up Fund (LUF) in June 2021, requesting a contribution of £17.1m towards Phase 2 of the capital development.

Should the LUF bid be successful, Carlisle City Council has committed to make a 10% capital contribution towards the LUF Project Tullie, capped at £1.5million.

Phase 3: National Lottery Heritage Fund (NLHF)

The Museum will apply for funding to the National Lottery Heritage Fund in August 2021 towards Phase 3.

Should the NLHF bid be successful, this would leave a balance of £1,900,000 to secure on Phase 3 from Trusts & Foundations and the Borderlands Growth Deal

Phases 2 and 3: Carlisle City Council

Carlisle City Council as owners of the collections and the building have confirmed a commitment of £1.5m capital contribution towards *Project Tullie*. They have also made a significant Levelling Up Fund application to MHCLG on behalf of the Trust. This support is vital to our success with our NLHF bid as it demonstrates the Council's support for the wider economic and social benefits to Carlisle that *Project Tullie* will bring.

This level of support will ensure that *Project Tullie* maintains momentum and that the long-term future of the Museum is secured. Without this investment, survival in the short term will preface continued financial challenges in the years to come and will be a significant opportunity lost.

6.2 Exhibitions and displays

6.2.1 Summary of aims of exhibitions programme

As part of the *Project Tullie* masterplan, a new exhibitions strategy will be produced in 2021/22. At present, the Museum's very successful temporary exhibitions are programmed based on nine interlocking principles:

1. targeted at our recognised audiences (families, young people, over 50s, digital audiences)
2. consider the Creative Case for Diversity and accessibility, and be ethically sound, consistent with the aims and objectives of the Trust's Manifesto
3. reflect the museum's collections (art, archaeology, social history and natural sciences) and / or the collecting themes (landscape, people, environment and collectors), or
4. as part of the museum's educational role illustrate areas of human endeavour / the natural world that cannot be easily seen in Cumbria (e.g., engineering, ethnography, science, technology and medicine) or,
5. consider income generating opportunities. Income generation should not be the key driver but should be a high priority
6. be produced to a high quality, reflecting the vision of the Trust and the standing of Tullie House as a nationally important, regional museum

Exhibitions can...

7. occasionally be challenging. The museum has a key responsibility within its constituency to be educational, to raise awareness and to stretch people's imaginations and understanding
8. occasionally be research driven using information from our own collections or from partner organisations
9. focus on individual artists or makers, or be group exhibitions

6.2.2 Summary of the temporary exhibitions programme 2020-2023

The Temporary Exhibitions Programme for calendar year 2021 and 2022 is included as Appendix III.

6.2.3 Plans for improvements to the permanent displays

6.2.3.1 *The Costume Collection at Tullie House (previously 'Dressed to Impress')*

Opening in July 2021 the Museum opened two interlocking permanent galleries dedicated to displaying the regionally significant costume and textile collection. This project forms Phase 1 of *Project Tullie* and involves the complete refurbishment of Victorian galleries that were 'lost' in the 1990s. Despite having an outstanding collection, the Museum has never had a permanent costume gallery. The restored galleries display over 30 fully conserved dresses with deep local roots, in an accessible and dramatic assemblage – the first time the Museum has been able to show a truly inspiring and regionally important collection.

The new galleries have been designed to illustrate the approach to be taken with *Project Tullie* – not only exposing the impressive Victorian architecture but also featuring innovative lighting, high specification display cases, transparent mannequins and a digital artwork to create a unique and innovative visitor experience.

The DCMS/Wolfson Museum and Galleries Improvement Fund, the Garfield Weston Foundation and the Cumbria Local Enterprise Partnership and the Northern Powerhouse have contributed to the project.

6.2.3.2 Archaeology Gallery

In 2021, thanks to a partnership with Newcastle University and with funding from the National Lottery Heritage Fund (NLHF), the museum will be redisplaying the Roman elements of the Border Gallery. The project, named WallCap, involves working with the local community to present stories about Hadrian's Wall led by some of the collections rarely seen by the public. This collaborative, co-curation approach will be used as a pilot for the way in which the museum intends to develop *Project Tullie*.

6.2.3.3 The Wildlife Dome

Also, in 2021 the Museum's natural sciences collections will be redisplayed. This too will be part of the Museum's strategy to work with the community to help inform how best to tell stories, select specimens for display and then how best to interpret the collections chosen. The first step involves working with recognised groups as well as encouraging visitors to participate in the gallery (the current Wildlife Dome) through a series of interactive voting and engagement methods. The gallery will be changed according to community preference.

6.2.4 Audience development ambitions

6.2.4.1 Temporary Exhibitions

Temporary exhibitions are a key driver for ticketed admissions, with higher paying visitor numbers for particular exhibitions driving up annual results. Appendix III outlines the Temporary Exhibitions Programme, and the target visitor numbers for calendar years 2021 and 2022. These are regularly reviewed by the museum's Programme Executive Group along with the target visitor numbers.

6.2.4.2 The Costume Collection at Tullie House; new costume and textile gallery at Tullie House

Temporary exhibitions featuring costume and textiles consistently attract large visitor numbers and have resulted in the demand for greater access to these important collections. Work with students from the University of Cumbria's Institute of the Arts, a costume volunteer programme and a community textile group have emphasised the need to 'reveal more' and make the collection more accessible to all.

Pre-C-19, we anticipated that, with appropriate marketing, the new costume gallery could contribute to attracting c.47,000 ticketed visitor numbers in the first year after completion. However due to the pandemic, these projections have been revised down in the light of the slow return of visitor numbers.

6.2.4.3 Project Tullie: Gallery developments and Interpretation approach

Developing new and increased audiences is a key deliverable of *Project Tullie*. The *Project Tullie* Masterplan includes an interpretation proposal and a matrix of target audience segments with a rationale for how the revised galleries will appeal to these diverse audience groups.

Further development to the interpretation approach and visitor experience has been undertaken across June – August 2021. This work strengthens and further embeds the Manifesto into our developing strategy.

A number of visitor number scenarios have been tested in our business planning work; in our primary scenario we expect that the Museum could attract c.100,000 ticketed visitors per year following the delivery of Phase 2 of *Project Tullie*.

6.3 Learning and community

The Museum's Learning & Engagement Team has won awards for its service, including the Sandford Award for Excellence in Heritage Education (2013 and 2018) and the prestigious *Kids in Museums Family Friendly Award*, sponsored by the *Daily Telegraph* (2015).

Tullie House offers a range of learning and community activities aimed at specified audience groups and segments, including:

- Workshops and activities in the museum for visiting school groups.
- School membership scheme including loan boxes, school assemblies and discounted museum workshops.
- Family programme in the Museum including holiday crafts, Tuesday Tales (U5s), a popular programme of Toddler sessions, Interactive trails and Special Events.
- Programme for children and young people including, Tullie Time Travellers (8-13) and the monthly Youth Panel (14-21).
- Ongoing participation in the NLHF Kick the Dust NW project 'Hope Streets', aimed at transforming youth engagement with the museum sector over 5 years
- Programme for vulnerable adults including adults with mental ill health, adults with disabilities and adults with dementia, including participation in the national Thriving Communities social prescribing programme (TH is lead of the Carlisle Partnership)

The Museum's Cumbria Biodiversity Data Centre (CBDC) also provides a range of community engagement opportunities for specialists and non-specialists alike, including:

- species identification training
- bug hunts and activities at public events
- equipment and room space to train new bryologists and lichenologists
- data for research and developing our knowledge of Cumbria's natural history.

2018 saw the launch of the *Secret Garden*, a community outdoor space for less-engaged communities to learn about gardening, nature and environmental benefits. There are partnerships with local organisations that run services for adults dealing with addiction issues, homeless people and offenders in rehabilitation. The museum uses its collections to start conversations and challenging discussions, in a safe environment, and help create a sense of pride in Carlisle for the people who live there.

The following table illustrates the ranges of programmes and audiences that are catered for, and the targets for participation in 2021-22 which are all Covid-19 recovery targets of 50% of 2019/20 numbers.

Programme strand	Audience Segments	Participation rates	Measures	Tullie House Strategic Objectives
Families	Local Cumbrian (Facebook Families, Dormitory Dependables, Trips and Treats), Tourist (Trips & Treats)	4,241 attendances (50% of 2019/20 numbers of 8,428)	Engagement will be measured through either INCREASING numbers, BROADENING the range of participants or DEEPENING engagement.	Objective 4: Actively increase income from trusts, foundations, individuals and corporates Objective 5: Focus on developing greater engagement with the Carlisle community Objective 6: Continue to work with least engaged groups within Carlisle and the surrounding area Objective 8: Develop international audiences from China or with communities interested in Chinese culture
Young People	Marketed via specific groups, networks and through referrals	321 attendances (50% of 2019/20 numbers of 642)	BROADEN range and DEEPEN engagement	
Communities	Marketed via specific groups, networks and through referrals	450 attendances from vulnerable adults / adults with protected characteristics (50% of 2019/20 numbers of 900)	BROADEN range of participants and DEEPEN engagement through increased curatorial involvement	
Local Adults	Kaleidoscope Creativity, Homes & Heritage, Dormitory Dependables	No target for this year – programme is heavily determined by local Covid restrictions.		
Schools	All schools sessions targeted via print and digital marketing	7,341 pupils participating (50% of 2019/20 numbers of 14,682)	INCREASING pupil numbers and BROADENING range of participating schools	
Chinese Engagement Programme	Kaleidoscope Creativity, local adults, local Chinese-British families	Minimum of 8 hours teaching per week (Confucius Institute Target)		

The detailed Learning Programme for 2021-22, follows this structure and is included as Appendix IV towards the end of this Business Plan.

6.4 Volunteering

There are around 70 active volunteers at Tullie House at present managed by individual departmental staff under the guidance of the museum's Volunteer Policy. A new part-time post of Volunteer Coordinator was introduced in January 2020 to help embed volunteering more strategically across the museum's core activity. In addition, the post has been leading a recruitment drive for the new volunteer role of Gallery Engager, which was introduced in the museum's galleries in October 2020.

6.5 NLHF Activity Plan

An element of the total cost of Phase 3 of Project Tullie includes an NLHF-funded activity plan that supports community and learning activities, volunteering, community governance and decision-making, related staff and equipment costs and audience development aspects of the project such as brand and digital development.

Currently proposed activities include:

- Tullie on Tour outreach programme
- Expansion of the Thriving Communities social prescribing programme
- Significantly enhanced engagement programmes for families, schools, young people and vulnerable adults
- Development of a 'Carlisle Curriculum' with the Carlisle Local Cultural Education Partnership
- Major new volunteering and work placement programme
- Local artists commissions
- Festival and events programme for local adults

This income and expenditure sit within the 'below the line' capital income and expenditure. During the development phase, this programme will be refined, and costs specified further. They will then be incorporated into the revenue model.

The summary outline Activity Plan, which was used to estimate activity costs in the Round 1 Application is included as Appendix 6 of this business plan.

6.6 Collections Care

The collections and buildings at Tullie House are owned by Carlisle City Council and are managed by Tullie House Museum and Art Gallery Trust.

The curatorial team (consisting of a Curatorial Manager, Fine Art Curator, Human History Curator, Biodiversity Curator (externally funded, fixed term), Designational Development Fund Curator & Curatorial Assistant (externally funded, fixed term) and an Assistant Curator carry out Collections Management duties. The team is responsible for the following:

- Managing the collections in the galleries and stores (including monitoring and upgrading as appropriate)
- Preventive conservation measures including quarantine for incoming material
- Appropriate marking of objects
- Research and documentation
- Condition checking new material and all loans
- Appropriate storage methods including the use of archival materials
- Storage and display cleaning programmes
- Pest management
- Appropriate movement, handling and display methods
- Installing exhibitions
- Delivering staff training on collections care/management
- Preparing collections care procedures and guidelines
- Disaster planning
- Managing the annual budget for collections care
- Arranging remedial examinations and treatment by approved conservators for objects usually destined for display or loan for exhibition
- Carrying out a broad collections level condition assessment used to implement the Collections Care Action Plan
- Regular inspections of the off-site store at Longtown and the Guildhall Museum
- Providing surrogate digital images of parts of the collections to use for handling purposes where appropriate
- Providing access and managing all research

The Museum has a *Collections Care and Conservation Action Plan* (2017-23). It is based on the Accreditation Guidance Notes for Collections Care, a structured Benchmarks Survey and PAS 197: 2009 for which we aim to meet Basic standards in 2017 and aspire to meet 'Good' or 'Best' standards over time as outlined in the Plan.

The resources identified in Section 8 of the Business Plan will be used to implement the objectives of this plan. The plan has recently been updated but requires the resources identified to fully complete and deliver the stated objectives.

6.7 Cumbria Biodiversity Data Centre (CBDC)

CBDC was originally the Tullie House Natural History Bureau established in memory of an eminent Victorian Natural Historian and founder of Tullie House Museum and Art Gallery – Rev Hugh McPherson. Its purpose was to collect wildlife information from across Cumbria and for a wide range of plants and animals and share it for the benefit of the public and scientific research. It was the first organisation ever to collect such a range of taxonomic groups across a significant geographical range.

Around 10 years ago the Government encouraged local authorities with wildlife and environmental data to set up and develop local record centres. The Natural History Record Bureau fitted this remit and CBDC was established to provide data services for the local authorities in Cumbria.

In the following nine years CBDC attracted highly skilled staff who have continued to develop data services for local authorities and ecological consultants working in planning and development. In addition, these services have then been adapted to support local and national conservation organisations working in the county, e.g., Plantlife, Buglife, Cumbria Wildlife Trust. These new partnerships have been vital to generate income and allow CBDC to showcase its skills, knowledge and data. The result has been an increased profile for CBDC and a growing reputation as the place to go for Biodiversity Information in the county.

Recently CBDC has diversified and as a result has provided:

- species identification training
- bug hunts and activities at public events
- equipment and room space to train new bryologists and lichenologists
- data for research and developing our knowledge of Cumbria's natural history.

The Recent Designation of the Natural Sciences collection offers the opportunity to harness data and specimens to create a compelling and powerful nationally significant biodiversity story.

6.8 Estate Management

6.8.1 Recent Improvements

- *Garden Café*
2019 saw a light-touch improvement to the café, with the aim of helping to improve performance by creating a more attractive environment in line with contemporary expectations.
- *Costume Gallery*
The new costume galleries opened in July 2021.
- *General Maintenance and improvements*
Phased lighting replacement in the galleries – moving to LED technology – started in late 2020.
- *BMS improvements*
Carlisle City Council will be continuing their future proofing investment in the Museum's Building Management System by commissioning upgrades to ensure that this sophisticated but essential technology remains fit-for-purpose
- *Gallery improvements*
A series of on-gallery visitor improvements commenced in 2018: new introductory graphics have been installed on the main Border Gallery staircase to aid orientation and to provide simpler navigation; *Origins* – an impressive redisplay of the museum's significant pre-history collection; and *Formations*, which uses the geology collections to tell the story of how the Cumbria landscape was created; *The Wildlife Dome* – a re-fresh of existing displays focussing on family consultation; and WallCAP – a redisplay of Roman material on the Border Gallery co-curated with community archaeology volunteers (opening September 2021)
- *Secret Garden*
A small and tranquil space in the middle of the city, where youth and community groups have combined to create a home for nature and a place where vulnerable groups can explore nature in a safe environment
- *Activity Room / Learning base*
The Museum has invested in its activity room by extending the footprint so that schools have more space to undertake many of the award-winning activities

6.8.2 Future Plans

- *Project Tullie*
Project Tullie is the focus for a series of major improvements to the estate in the coming years, and therefore there are relatively few stand-alone improvement projects in the meantime.

7. Incoming resources

7.1 Admissions and membership

7.1.1 Ticketed admissions

Tullie House has charged for admission for several years using various structures. It has recently settled on a simplified pricing structure:

- Annual ticket £10.00 (inc. Gift Aid, annual pass method)
- Under 18s: Free with an adult

In 2018/19 Admissions and associated Gift Aid accounted for £125,000 from 40,743 ticketed visitors.

In 2019/20 the equivalent figure was £137,000 from 53,855 visitors.

In 2019/20, the most recent pre-pandemic year and the last year in which the Day Ticket was available, the split of ticketed visitors was as follows:

Ticket type	% of total ticketed admissions (pre 2020/21)
Annual Ticket purchase	11.5%
Day Ticket	35.6%
Annual Ticket Re-admission (free)	19.6%
Child (Free)	25.7%
Other Free of Charge	7.7%

The business plan makes the following assumptions about admissions prior to the delivery of Project Tullie. These have been (and will continue to be) radically impacted by the pandemic:

Year	Previously projected ticketed visits	Revised ticketed visits numbers due to Covid-19
2020/21 (Including first three lockdown periods)	47,700	5,898 (actual)
2021/22 (including part of third lockdown and restrictions once open)	45,700	26,000
2022/23 (likely ongoing impact on pandemic and 6-month closure for construction)	23,937	16,756

- The pricing structure was revised in 2020/21 to phase out the day ticket and move all admissions onto a £10 (including VAT but excluding Gift Aid) annual ticket.
- We will continue to offer free admission for under 18s. There are practical and strategic reasons for this:
 - Strategically, it contributes to the Museum's commitment to supporting the delivery of Arts Council England's ambitions in *Let's Create*.
 - Continued ACE NPO funding beyond the current cycle (ends 2023) is critical and this is an important part of our case to ACE.

- On a practical level, free admissions for children helps keep a simple-to-understand pricing structure, without different family tickets and concessions, which recent audience research revealed was important for visitors (especially those who are not regular museum visitors).
- Finally, our decision to increase the full adult admission to £14 following the completion of Phase 2 of *Project Tullie* (2024/25) is partly based on a calculation that keeping free admission for the under 18s maintains good value-for-money for families (particularly local families).
- Those who are tourist visitors or visiting for a specific exhibition are unlikely to take advantage of free in-year readmission
- Based on the current actual split of visitors as outlined in the table above, a single type of ticket with no concessions will mean that we assume 47% of ticketed visitors will pay this price.

Ticket type	% of total ticketed admissions (pre 2020/21)	% of total ticketed admissions (post 2020/21)
Annual Ticket purchase	11.5%	47%
Day Ticket	35.6%	0% (no longer available)
Annual Ticket Re-admission (free)	19.6%	19.6%
Child (Free)	25.7%	25.7%
Other Free of Charge	7.7%	7.7%

- It is likely that the construction works for Phase 2 of *Project Tullie* (projected to be in 2023/24) will require significant or full closure of the museum. In our primary scenario we have provisionally used a base-case scenario of significant closure with no admissions income in this year.
- Following the completion of Phase 2 of *Project Tullie* (2024-25), our primary scenario projects that ticketed visit numbers will rise to c.105K in the first year of re-opening with a Y2 onwards target of c.100,000 visits p.a.
- As noted above, Following the completion of *Project Tullie* Phase 2 in 2024/25, the ticket price will be increased to £14 (including VAT but excluding Gift Aid claimed) for an annual ticket.

Based on these assumptions, ticketed admissions for the period covered by this plan are estimated to be as follows.

Year	Ticketed admissions (#) Projections	Projected Income (net of VAT, ex Gift Aid)	Notes
2021/22	26,000	£79,198	As above
2022/23	16,756	£49,826	Part closure, post pandemic impact
2023/24	-	-	<i>Project Tullie</i> construction
2024/25	105,000	£576,000	Phase 2 of <i>Project Tullie</i> opens, price increase to £14 (inc. VAT). Annual Pass Gift Aid methodology.
2025/26	100,000	£548,000	Reduction after opening spike

7.1.2 Gift Aid

In 2019/20, Tullie House operated a split Gift Aid model, applying the 10% donation method to day tickets, and the annual pass model to the annual ticket.

In 2019/20, Gift Aid receipts equated to around 12% of all museum admissions income.

In 2020 the day ticket was phased out, along with the 10% Gift Aid methodology. All tickets will be annual tickets and accordingly the Annual Pass method will be used for Gift Aid.

This method often results in a higher conversion rate as it does not require an additional donation, however for the sake of prudence, we have assumed that Gift Aid receipts will continue to equate to c.8% of ticket admissions income.

Using this assumption, it is estimated that Gift Aid receipts will rise to c £50k p.a. following the opening of Phase 2 of *Project Tullie*.

Year	Ticked admissions (#) (Projected)	Income (net of VAT) (Projected)	Gift Aid claimed (Projected)
2021/22	26,000	£79,198	£7,793
2022/23	16,765	£49,826	£3,986
2023/24	-	-	
2024/25	105,000	£576,000	£50,000
2025/26	100,000	£548,000	£47,000

7.1.3 Membership

In 2021/22, our target for membership income is £6,450. We expect this level to be maintained throughout the period of this plan.

Following Phase 2 *Project Tullie* and the embedding of an increased annual ticket price we do not expect membership to grow significantly. Annual ticket schemes can undermine membership scheme as everyone benefits from free entry; this is often offset by increased Gift Aid conversion.

7.2 Trading income

Tullie House generates income via several trading activities, including:

- Retail
- Catering
- Venue Hire and Events

Income is via the charity's trading companies and profits are gift-aided to the charity.

A range of museum costs in addition to direct costs of sales are allocated to trading activities to recognise the true cost of the delivery of trading activities. This section outlines our expectations for the coming years in each of these trading areas.

7.2.1 Retail Income

The actuals for 2019/20 (last full year) reveal the following retail performance:

Retail	2019/20 actuals
Sales	£53,417
ATV	£4.34
Transactions	12,301
Footfall	200,477
Ticketed visitors	53,855
Conversion (all footfall)	6.14%
Conversion (ticketed only)	22.84%
Average spend per	
GPM (ex. staff costs)	43%
Net income before overheads	£23,189

In 2019/20 the Museum targeted an increase in Gross Profit Margin (before staff costs) in order to increase the profitability of the shop. Following recommendations from a retail consultancy, we have improved visual merchandising and layout, reviewed margins across all lines and sought alternative suppliers where improvements can be made and have developed a new selling space for local artists and makers.

However, as outlined elsewhere, the significantly reduced visitor numbers brought about the pandemic are having a major impact on trading income – both in terms of ticketed visitor numbers, and causal visitors and therefore spend per head – and this is set to continue in 2021/22 and into 2022/23 when the museum will be closed for part of the year.

Retail income will be foregone during the construction of Phase 2, but the museum will remain open during the construction of Phase 3

Following re-opening we are projecting retail income to increase in line with visitor numbers.

Year	Ticked admissio ns (#)	Ave spend per paying visitor	Sales	GPM	Income net of cost of sales
2021/22	26,000	£0.85	£22,110	50%	£11,055
2022/23 (part closure)	16,756	£0.93	£15,562	50%	£7,781
2023/24 (closure)	-	-	-	-	-
2024/25	105,000	£1.50	£157,000	45%	£70,000
2025/26	100,000	£1.60	£160,000	45%	£72,000

7.2.2 Catering Income

From 1 October 2019, local operator Origins Caterers t/a John Watt & Son took over the catering operation. The driver for this change was the need to improve the visitor experience of the catering offer and use as much fresh, locally sourced produce as possible. The contract was for five years with a three-year break and is for a profit share in year one, followed by a commission arrangement from year two.

After a promising start in the last 6 months of 2019-20, the pandemic struck resulting in extended closure and a slow recovery, hampered by further lockdowns. As a result, catering made a loss in 2020-21 and is projecting a modest surplus in 2021-22. We remain on the profit share agreement as it wasn't viable for the operator to move onto the commission arrangement during the pandemic and during recovery.

Following the delivery of *Project Tullie* Phase 2 and the physical re-modelling of the catering offer, we estimate net earnings will increase to above £60,000 per annum, through:

- Increased visitor numbers and conversion rates
- An improved offer and environment
- Use of café as a bar for events and summer evening use of the garden

Catering income will be foregone during the construction of Phase 2, but the museum will remain open during the construction of Phase 3

Year	Ticked admissions (#)	Income (net of VAT and direct costs)	Notes
2021/22	26,000	£9,000	Expected income in context of Covid-19
2022/23	16,756	£9,175	Expected income in context of Covid-19 and partial closure
2023/24	-	-	Construction (Phase 2) / closure
2024/25	105,000	£66,000	Re-opening
2025/26	100,000	£74,000	

7.2.3 Venue Hire and Events Income

In 2019/20 the museum earned £20,000 from venue hire, after direct and indirect costs. This was double the previous year as a result of new staff joining.

Following lockdown this area of business all but dried up and we are forecasting income just under £10,000 in 2021/22.

Following Phase 2 of *Project Tullie*, we have assumed a modest increase in sales over a period of years (£20,000 in 2024/25 rising to £45,000 by 2029/30) This acknowledges much improved premises, but also recognises the building will be well used for programme, particularly in the evening, meaning that there will be relatively limited additional venue hire opportunities.

7.3 Carlisle City Council

Tullie House was, until 2011, run by the local authority. The City Council continues to provide core income to the Trust, in the form of a management fee as part of an annual contract, which is agreed based on a rolling three-year business plan prepared by the Trust. A series of 30-year legal agreements commencing in 2011 underpins key aspects of the operational and contractual

relationship between the Trust and the City Council, relating to the care of the Council's collection and buildings (of which it retains legal ownership).

The management fee has decreased from the Council in the subsequent years:

CCC Income Type	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Core Grant (Base Funding before Inflation)	1,314,420	1,256,420	1,198,420	1,198,420	948,420	734,420	734,420	734,420	734,420
Inflation	0	18,161	37,003	47,034	80,438	77,696	89,301	118,130	146,723
Services (HR/Payroll/ICT)	0	0	0	0	13,294	22,388	72,480	82,498	89,403
Revised Base Funding	1,314,420	1,274,581	1,235,423	1,245,454	1,042,152	834,504	896,201	935,048	970,546

In the context of continued central government austerity policies, the Council has indicated it needs to make further reductions in its management fee and this will mean that this continues to reduce in real terms, even allowing for inflationary increases on a future reduced core fee.

The Council has indicated it will extend the multi-year management agreement from three years to four, in order to offer stability and certainty in budgeting for both parties.

Notwithstanding the existential challenge presented by on-going Council cuts in the context of the pandemic (as outlined in the following section below), during the period of this plan we have made the following assumptions regarding the management fee from Carlisle City Council over the next four years, based on our dialogue with the Council:

CCC Management Fee	2021/22	2022/23	2023/24	2024/25	2025/26
Revised Base Income	£864,961	£740,946	£773,950	£791,829	£810,066

7.4 Arts Council England (ACE)

Tullie House is an ACE National Portfolio Organisation (NPO) as part of the Cumbria Museum Consortium (CMC). As such, it receives £323,000 per annum from this source until 2023 (plus £76,000 per annum for joint CMC initiatives, which is expended via Tullie House). As with many NPOs, the impact of losing this funding post-2023 would provide a very significant challenge to the Museum's ability to deliver the range of activities, engagement and exhibitions, which it currently provides.

This plan assumes as its primary scenario that the CMC is successful in renewing its NPO status, albeit with a standstill grant which assumed no increase in arts funding from central government in the coming years.

If the CMC is unsuccessful then this will have the impact of significantly reducing the range of learning and community engagement programmes delivered by the museum, to which much of this funding is currently allocated.

7.5 Fundraising, Exhibition Sponsorship, Grants and Donations

Each year, Tullie House raises between £200,000 - £400,000 from trusts and foundations, national lottery and other statutory sources towards its work, including funding for gallery refurbishment, exhibitions, staff costs and consultancy support on projects. This income forms an important part of the Museum's ability to deliver work beyond the core function it provides in caring for the Council's collection and buildings.

In addition to this contributed income, the Museum runs a successful Patrons scheme, launched as part of the 125 Anniversary dinner in November 2018. Growing the Patron membership is a fundamental part of the museum's future sustainability and, therefore, increased income targets have been set.

Tullie House has ambitions to raise more funding in future from philanthropy. Increased unrestricted income from trading could be used to support fundraising capacity in order to grow income in this field.

In 2019/20 fundraising brought in a total of £662,692, however this figure is unusually high due to successful fundraising for the Costume Gallery and the *Project Tullie* masterplan (in 2018/19 £191,761 was raised).

As outlined earlier, future fundraising for the *Project Tullie* capital programme will sit outside this business plan.

The target for fundraising for revenue programmes during the period of this business plan will be £200,000 per annum, based on previous experience at times when there has been no major project fundraising.

7.6 Exhibition Tax Relief

Under current rules Tullie House can claim back a portion of its exhibitions expenditure in the form of Museums and Galleries Exhibitions Tax Relief (ETR). £65,755 was claimed in 2019/20, and £85,161 was claimed in 2020/21. Given that the long-term future of any tax relief regime is uncertain, we have made a modest ongoing projection of £20,000 per annum.

7.7 Revenue Income summary, Primary Scenario

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café only):	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	264,932	262,235	264,423	266,502	268,477	270,353
Income										
Grants (Public)										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Exhibition Tax Relief (HMRC)	84,340	16,000	5,000		20,000	20,000	20,000	20,000	20,000	20,000
Grants (core) subtotal	1,407,504	1,294,851	1,159,836	1,187,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623
Other Grants and Sponsorship										
HLF Resilience	0	0	0	0	0	0	0	0	0	0
Cumbria County Council	0	0	0	0	0	0	0	0	0	0
Headley Trust	0	0	0	0	0	0	0	0	0	0
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Donations	58,446	14,160	5,000	0	15,000	20,000	25,000	30,000	30,000	30,000
Other grants & sponsorship subtotal	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid Grants	697,787	41,602		0	0	0	0	0	0	0
Admissions										
Admissions Income (Incl Gift Aid & Memberships, net of V	25,501	79,198	49,826	0	576,090	548,657	587,847	627,037	627,037	627,037
Gift Aid	3,782	7,793	3,986	0	50,104	47,718	51,126	54,535	54,535	54,535
Tullie Card	0	0	0	0	0	0	0	0	0	0
Membership	4,309	6,450	2,329	0	6,000	6,000	6,000	6,000	6,000	6,000
Admissions subtotal	33,592	93,441	56,141	0	632,194	602,375	644,973	687,571	687,571	687,571
Trading (net income)										
Retail	2,865	11,055	7,781	0	70,875	72,000	74,250	78,200	82,250	86,400
Catering	(4,534)	9,000	9,175	0	66,623	74,737	79,129	83,548	87,993	90,920
Events	1,818	9,000	7,012	0	20,566	25,238	30,902	35,560	40,212	44,856
Monday alternative and other	205	418	0	0	0	0	0	0	0	0
Trading (net of direct costs) subtotal	354	29,473	23,968	0	158,064	171,975	184,281	197,309	210,455	222,176
Learning income	2,656	20,230	11,366	0	20,438	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges Contribution										
ACE	38,000	38,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Subtotal Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,333,316	2,362,998	2,443,448	2,525,020	2,559,521	2,593,014
CBDC income (gross)										
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,438,878	2,470,628	2,553,177	2,636,880	2,673,545	2,709,235

8. Expenditure

8.1 Staffing and volunteering

In 2021/22 the staffing budget is projected to be £958,464 (excluding trading staff and CBDC staff). This has increased during the year to increase capacity to deliver Project Tullie. It is expected to reduce over the next two years as fixed term / temporary posts come to an end.

There is currently 49 staff full and part-time at Tullie House, with an FTE of 36.6.

As a result of *Project Tullie*, there will be an increase in staff capacity in the areas of development and marketing, resulting in additional staff costs of £120k p.a. + inflation from 2025/26, however these roles will only be maintained if the expected increase in paid admissions is achieved, and the Museum income increases accordingly.¹³

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£	£	£	£	£	£
Salaries (Trust only) + on costs	958,464	900,000	850,000	800,000	816,000	832,320
Additional Development and Marketing Staff	0	0	0	120,000	122,400	124,848
Additional hours	30,800	28,281	0	60,000	61,200	62,424
ACE NPO salaries (directly funded)	55,019	41,490	42,319	43,166	44,029	44,910
Total	1,044,283	969,771	892,319	1,023,166	1,043,629	1,064,502

8.2 Exhibitions and projects

As outlined in the fundraising section above (6.5), 2020 was an anomalous year with higher than usual expenditure for specific projects, notably the Costume Gallery, reflected in increased expenditure this year of £631k+.

It is expected that a more usual state of expenditure of c.£350k - £480Kp.a. will occur following the delivery of Phase 2 of Project Tullie.

Costs are split between temporary exhibitions, projects and 'NPO/CMC Expenditure' which is for projects directly funded by ACE NPO income. In the future this expenditure is dependent on ACE NPO status being maintained.

There will be a temporary reduction in exhibitions expenditure when *Project Tullie* construction works require temporary closure of the museum.

¹³ There will be additional fundraising capacity in the years before this which will be paid for as part of the *Project Tullie* capital budget and therefore outside the scope of this Business Plan.

Costs are projected to rise with inflation. *Project Tullie* will not necessitate additional increases in exhibitions budgets beyond inflation, as there are no new temporary exhibitions spaces proposed in the Masterplan.

As part of Project Tullie Activity Plan, which will be delivered alongside Phase 3 should NLHF funding be secure, there will be budget and staff allowances for local community groups to take part in the co-design and co-creation of exhibitions, displays and activities.

8.3 Operational Costs

In 2019/20 the Museum budgeted £585,000 for operational expenditure, including £143,000 for utilities costs. In 2020/21 this has reduced, due the closure brought about by the pandemic to £406,000 and £114,000 respectively.

Putting this temporary closure to one side, inflationary increases have been used for this business plan, with following adjustments:

- Utilities costs will reduce during construction, as contractors will be responsible for part of the site
- Security and maintenance costs will increase by c. £20,000 p.a. as a result of *Project Tullie* to ensure that permanent displays and other renewed areas of the building are properly maintained.
- Cleaning costs will be £45,000 p.a. rising with inflation.

In addition, a capital renewal fund will be instituted, to which the Trust will add £25,000 per annum from 2026/27 onwards. If unspent, this will be added to a designated reserve ('sinking fund') for future major renewal and maintenance, such as replacement of display cases and lighting.

Operational and Utilities Costs, Primary Scenario

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	HLF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362

8.4 Central costs allocated to trading

Prior to the pandemic, in 2019/20, £92,152, of central costs were allocated to trading. This figure reduced in the pandemic year, but post Phase 2 of Project Tullie it will return to similar levels and is set to rise with inflation over the rest of the business plan:

Costs Allocated to Trading	2019/20
Salaries, NI & Er's Pension	(£61,652)
Utilities	(£12,300)
Professional Fees	(£1,100)
General Office Expenses	(£5,500)
Marketing & Fundraising	(£8,000)
Subscriptions & Licences	(£2,600)
Bank & Credit card charges	(£1,000)
Total allocated costs	(£92,152)

Any savings offset by the pandemic are included in the overall expenditure projections of the Museum and any adjustments to the projected recharge will be made at year-end.

8.5 Cumbria Biodiversity Data Centre (CBDC)

To ensure its sustainability, CBDC needs to diversify and develop new sources of income¹⁴. This is a process that has been developing for the past couple of years and although volatile is proving to be successful. It brings with it several challenges to all members of staff as they balance the delivery of current activities and the development of new ones. This change in the business model has resulted in CBDC making a small annual loss, which at present is being offset by reserves accumulated over the past 10 years.

Project Tullie will see the CBDC renewing its original relationship with the museum – it grew out of the natural history curatorial department – providing increasing community engagement, volunteering and co-curating opportunities. This in turn will see raised income for CBDC engagement projects increasing. By pursuing this strategy, it is proposed that that current deficit will be closed in the future.

¹⁴ CBDC now offers ecological advice and training as well as project support and data consultancy

8.6 Revenue Expenditure summary, Primary Scenario

Summary: Project Tullie Scenario 1

100K ticketed visitors

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction	Phase 2					
				Closed	Completion					
Covid	Covid		NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café only):	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	264,932	262,235	264,423	266,502	268,477	270,353
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	816,000	832,320	848,966	865,946	883,265
Core salaries offset by capital funding	0	(59,715)	(127,829)	(81,929)	0	0	0	0	0	0
Additional Development, Marketing, Exhibitions Staff	0	0	0	0	120,000	122,400	124,848	127,345	129,892	132,490
Additional hours	43,289	30,800	28,281	0	60,000	61,200	62,424	63,672	64,946	66,245
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	20,000	12,989	13,248	13,513	13,784	14,059	14,341
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CIRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	989,568	854,676	830,390	1,036,154	1,056,877	1,078,015	1,099,575	1,121,567	1,143,998
Exhibitions and Projects										
Projects (Community, Gallery, etc)	63,376	306,333	60,000	80,000	80,000	120,000	120,000	160,000	160,000	160,000
Project Tullie	0	580,000	100,000	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Temporary Exhibitions	9,481	52,400	20,000	0	60,000	80,000	80,000	120,000	120,000	120,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	1,163,552	324,890	224,890	284,890	344,890	344,890	424,890	424,890	424,890
Utilities										
	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Trading										
Salaries	6,776	15,423	8,500	0	65,108	66,410	67,738	69,093	70,475	71,884
Operational costs	4,708	15,850	9,485	0	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital renewal allowance	0	0	0	0	0	25,000	25,000	25,500	26,010	26,530
Contingency	0	0	0	0	0	45,000	45,900	50,000	51,000	52,020
Total Museum expenditure	1,605,118	2,794,033	1,818,429	1,690,381	2,182,532	2,311,101	2,347,168	2,468,548	2,507,873	2,547,864
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,892,070	1,918,166	1,791,853	2,285,774	2,416,148	2,454,056	2,577,313	2,618,553	2,660,499
Surplus (Deficit)										
Planned transfer from restricted reserves		295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves		610,591	68,318	68,546	27,751	(2,583)	(82,841)	(113,094)	(108,343)	(98,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	235,757	106,799	71,182	1,375	1,551	3,075
Free reserves	402,161	295,021	109,708	(15,832)	219,925	326,724	397,906	399,280	400,831	403,906

8.7. Project Tullie Income and Expenditure

A Cost Plan has been produced to estimate the Construction Cost of Phases 2 and 3 of Project Tullie, based on the RIBA Stage 1 masterplan, then reviewed updated in June 2021. In addition, a cost plan for the non-construction costs has been produced, including client costs, activity costs, the design team and other consultants.

- The total cost of Phase 2 of the project is estimated to be £21.4m, while the cost of Phase 3 is estimated to be £6.4m.
- Phase 2 is expected to be funded through Levelling Up Fund along with confirmed Town Deal funding and DCMS funding administered by ACE.
- Phase 3 is the subject of an NLHF application, with match funding from Trusts and Foundations and the Borderlands Inclusive Growth Deal.
- Expenditure on both phases will be spread over a period of 7 years between 2020/21 and 2027/28 (including spending on activities relating to Phase 3 in the event of NLHF support).
- The NLHF Development Phase, relating to Phase 3, is expected to run across 2021/22 and 2022/23.

A summary of the expected income and expenditure profile is in the table below:

Project Tullie: Summary Phase 2 and Phase 3 Project Costs

	June - Sept 2021/22	Oct - Dec 2021/22	Jan - Mar 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Totals
Phase 2	TH Dev	LUF Development		Phase 2 construction		Phase 2 Open				
Phase 3	TH Dev	TH Dev	NLHF Development		NLHF Delivery		Phase 3 open			
Total Phase 2 Project Cost inc Tullie House pre application development work	481,836	614,281	610,977	7,547,241	12,650,756	0	0	0	0	21,905,091
Total LUF / ACE / Towns Fund eligible costs (October 2021 - end of March 2024)	0	614,281	610,977	7,547,241	12,650,756	0	0	0	0	21,423,255
Potential irrecoverable VAT liability (Phase 2 of Project)	1,446	1,843	1,833	22,642	37,952	0	0	0	0	65,715
Total Phase 3 Project Cost inc Tullie House pre application development work	15,490	73,187	86,294	534,965	2,077,719	2,848,345	484,189	293,652	180,962	6,594,803
Total NLHF and match eligible costs (Jan 2022 - end of March 2028)	0	0	86,294	534,965	2,077,719	2,848,345	484,189	293,652	180,962	6,506,126
Potential irrecoverable VAT liability (Phase 3 of project)	46	220	215	1,335	5,290	7,252	1,233	748	461	16,800
Total Tullie House pre-application Development work	497,326	73,187								570,513
Total Cost (Project 2 and 3 combined), including VAT, excluding costs spent by Tullie House to RIBA 3	0	616,124	699,319	8,106,183	14,771,718	2,855,597	485,422	294,399	181,423	28,010,185

9. Primary Scenario - 10-year Forecast

Income and Expenditure Summary 2019/20 – 2029/30

Primary Scenario, Project Tullie Phases Two and Three delivered, 100k annual ticketed visits

Overview	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
100K visits Scenario			6m closure	Construction Closed	Phase 2 Completion					
Phases 2 and 3 delivered			NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
LUF spend timeframe										
Inflation	Covid	Covid								
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
Footfall	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed Admissions	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Income										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
Other Core Funding	503,732	429,890	418,890	413,890	433,890	433,890	433,890	433,890	433,890	433,890
Other grants & sponsorship	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid grants	697,787	41,602	0	0	0	0	0	0	0	0
Admissions	33,592	93,441	56,141	0	632,194	602,375	644,973	687,571	687,571	687,571
Trading (net of direct costs)	354	29,473	23,968	0	158,064	171,975	184,281	197,309	210,455	222,176
Learning income	2,656	20,230	11,366	0	20,438	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,333,316	2,362,998	2,443,448	2,525,020	2,559,521	2,593,014
CBDC income (gross)										
CBDC gross income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,438,878	2,470,628	2,553,177	2,636,880	2,673,545	2,709,235
Expenditure										
Staffing costs	£944,185	£989,568	£854,676	£830,390	£1,036,154	£1,056,877	£1,078,015	£1,099,575	£1,121,567	£1,143,998
Exhibitions and projects	176,653	1,163,552	324,890	224,890	284,890	344,890	344,890	424,890	424,890	424,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital Renewal allowance	0	0	0	0	0	25,000	25,000	25,500	26,010	26,530
Contingency	0	0	0	0	0	45,000	45,900	50,000	51,000	52,020
Total Museum expenditure	£1,605,118	£2,794,033	£1,818,429	£1,690,381	£2,182,532	£2,311,101	£2,347,168	£2,468,548	£2,507,873	£2,547,864
CBDC Costs										
CBDC Staffing	£89,020	£85,037	£86,738	£88,472	£90,242	£92,047	£93,888	£95,765	£97,681	£99,634
Other costs	£0	£13,000	£13,000	£13,000	£13,000	£13,000	£13,000	£13,000	£13,000	£13,000
CBDC Costs	£89,020	£98,037	£99,738	£101,472	£103,242	£105,047	£106,888	£108,765	£110,681	£112,634
Total Expenditure	£1,694,138	£2,892,070	£1,918,166	£1,791,853	£2,285,774	£2,416,148	£2,454,056	£2,577,313	£2,618,553	£2,660,499
Surplus (Deficit)	£948,810	(£1,013,507)	(£308,533)	(£248,988)	£153,104	£54,480	£99,121	£59,567	£54,992	£48,736
Planned transfer from restricted reserves	£0	£295,776	£54,902	£54,902	£54,902	£54,902	£54,902	£54,902	£54,902	£52,925
Planned transfer from/to designated reserves	£0	£610,591	£68,318	£68,546	£27,751	(£2,583)	(£82,841)	(£113,094)	(£108,343)	(£98,586)
Final position after planned transfer from/to reserves	£948,810	(£107,140)	(£185,313)	(£125,540)	£235,757	£106,799	£71,182	£1,375	£1,551	£3,075
Free reserves	£402,161	£295,021	£109,708	(£15,832)	£219,925	£326,724	£397,906	£399,280	£400,831	£403,906

10. Scenarios and Sensitivity

10.1 Summary of Scenarios

We have examined a range of potential future scenarios in preparing this business plan and in the associated work we have undertaken on the *Project Tullie* capital development plan.

These scenarios look at various delivery options and impacts, all of which have been prepared to the same level of financial detail.

We have included four scenarios in this business plan:

Scenario 1:

- Phases Two and Three of *Project Tullie* goes ahead with completion of the Phase 2 by April 2024 resulting in an increase in visitors to **c.100k ticketed visits per annum**

Scenario 2:

- Phases Two and Three of *Project Tullie* goes ahead with completion of the Phase 2 by April 2024 resulting in an increase in visitors to **c.80k ticketed visits per annum**

Scenario 3:

- Phases Two and Three of *Project Tullie* goes ahead with completion of the Phase 2 by April 2024 resulting in an increase in visitors to **c.60k ticketed visits per annum**

Scenario 4:

- *Project Tullie* Phases Two and Three do not go ahead
- 5% annual decline in visitor numbers following the uplift resulting from the Costume Gallery to **c.46k ticketed visits by 2024/25** with ongoing reductions after this

Scenario 1 is the primary scenario adopted in this business plan

10.2 Sensitivity of the Primary Scenario

Two sensitivity analyses have been undertaken on the income modelled in this plan:

- 1) Based solely on the admission charges
- 2) Based on all income as a whole (including admissions, retail, catering, raised and other grant income).

Both have been applied to the post-*Project Tullie* model (2025/26).

Tullie House has a strong recent history of cost control, and therefore significant expenditure variables are relatively low risk.

The impact of the pandemic has been so significant that any sensitivity analysis of this year and next year would be of limited worth as it is clear that the Museum is not sustainable in these two years without significant additional investment from emergency government support it has received thus far.

Tullie House
Sensitivity Analysis
Post-Project Tullie, Primary Scenario

2025 / 26

Project Tullie

	£
INCOME	
Admission and user charges	632,875
Trading	171,975
Public Sector	1,243,956
Grants and Donations	220,000
Learning Income	41,693
ACE/CBDC recharges	51,500
CBDC	107,630
Bank interest and investments	1,000
Planned Transfers from reserves	52,319
Total income (A)	2,522,947
SPENDING	
Direct operating costs	
Staffing	1,056,877
Exhibitions and Projects	344,890
Utilities, Operational Costs, capital renewal	738,576
Trading	100,758
CBDC	105,047
Capital renewal / contingency	70,000
Non-recoverable VAT	0
Total spending (B)	2,416,148
Operating surplus or deficit (A-B)	106,799

Sensitivity analysis:

(i) TOTAL 'Cover' **106,799**

<i>All income</i>			
<i>Negative variance of :-</i>			<i>(i) Cover</i>
3.0%	75,688		31,111
4.2%	106,799		0
7.5%	189,221		(82,422)
<i>Admissions</i>			
<i>Negative variance of :-</i>			
10.0%	63,287		43,512
15.0%	94,931		11,868
17%	106,799		0
20.0%	126,575		(19,776)

The level of 'cover' is equal to the projected surplus for the year (including planned transfers from reserves for restricted projects). In this instance (2025-26) this indicates that there are the following levels of sensitivity in this model:

- All income: - 4 %
- Admissions income only: - 17%

4% - 17% suggests moderate sensitivity and risk.

If the combined amount of contingency and capital renewal is also taken into account, the sensitivity would reduce further.

This is evidenced in the scenarios detailed in *10.3 Scenario Planning* below, a sustainable business models at 60k visitors post-*Project Tullie* has been identified. This represents a reduction of 40% in ticket income from the primary 100k visitor scenario, albeit with several operational compromises including reduced programme and staff expenditure.

10.3 Scenario Planning

The range of annual visitor numbers expected at Tullie House following the delivery of *Project Tullie* is presented in a range of scenarios, which takes into consideration:

- Size of local and tourist market
- Potential conversion of Carlisle and Borderlands visitors
- Potential conversion of Carlisle residents

Three post-*Project Tullie* scenarios have modelled in this business plan, together with their respective penetration rates. These scenarios are:

- 100,000 visitors per annum – primary scenario
- 80,000 visitors per annum
- 60,000 visitors per annum

10.3.1 Primary Scenario, Scenario 1, visitor numbers: 100,000 visitors per annum with an initial 5% spike in the first year of opening

We are adopting the 100,000 visitors model as the primary expected model for planning purposes, though all three models have been worked up to the same level of detail to illustrate how the Museum's business model can be flexed downwards to produce a sustainable operation at all three levels.

This primary scenario forms the basis for this business plan as well as the longer-term forecasts that will be required for our major capital funders.

Sections 10.3.3 and 10.3.4 below explain the key changes to income and expenditure in the 80k and 60k models.

The Primary Scenario delivers a surplus of £153k in the first year, which is important in order to:

- Provide an adequate contingency against admissions and trading not meeting expectations.
- Enable the Museum to replenish its reserves following the first phase of *Project Tullie* which will involve deficits of c.£250K - £300k+ in the construction years due to loss of admissions and trading income.
- Enables the Museum to invest in to invest in realising future phases of *Project Tullie*.

In this scenario it is anticipated the surplus in 2024/25 would be utilised to replenish depleted free reserves.

At the level of surplus projected in this scenario, the Museum would achieve targeted free reserves of £400K by 2030, as well as investing 2030 if future phases of *Project Tullie*.

Primary Scenario, opening date of Phase 2: 1st April 2024

An opening date of 1st of April 2024 is proposed for Phase 2 to fit in with the Levelling Up Fund timetable. This has been used in year projections presented.

10.3.2 Scenario 2, 80,000 visitors per annum

The key changes in this model are:

Income

- Reduced admissions ticket and gift aid income
- Reduced catering and retail income
- Total reduction in income in 2025/26 compared to 1000,000 visitor model: c.£156k (7%)

Expenditure

- Reduction in annual 'additional staff' budget from £120K to £85K
- Reduction in annual 'Projects' budget from £160K to £80K
- Reduced contingency and no capital renewal allowance
- Reduction in amount of surplus contributed to 'Project Tullie' reserve for future phases of development, amounting to a reduction of c £220K in that reserve by 2030, compared to the primary scenario.

10.3.3 Scenario 3, 60,000 visitors per annum

The key changes in this model are:

Income

- Reduced admissions ticket and gift aid income
- Reduced catering and retail income
- Total reduction in income in 2024/25 compared to 100,000 visitor model: c.£274k (12%)

Expenditure

- No annual 'additional staff' budget
- Further reduction in contingency and no capital renewal allowance
- No surplus contributed to 'Project Tullie' reserve for future phases of development.

The Museum will take significantly longer to rebuild its reserves position following the construction phase of *Project Tullie*.

Scenario 3 represents an operating breakeven budget, supported in the early post-opening years by spending down restricted reserves.

10.3.4 Scenario 4, no *Project Tullie* Phases 2 and 3

The key changes in this model are:

Income

- Reduced admissions ticket and gift aid income
- Reduced catering and retail income
- Reduced learning income
- Total reduction in income in 2025/26 compared to 100,000 visitor model: c.£364k+ (15%)

Expenditure

- No additional staff appointed as in the *Project Tullie* go-ahead scenarios
- No contingencies or capital renewal budgets

This scenario shows growing deficits as there is no visitor number increase compared to the other *Project Tullie* go-ahead scenarios.

There is an annual deficit of c.£60K by 2025/26, with larger deficits in earlier years as the Museum responds to Council cuts and the impact of the pandemic.

Reserves will be depleted throughout the period of the business plan, with no clear route to replenishing these without capital investment.

11. Communications Plan

Tullie House (TH) is developing a detailed communications strategy centred around our manifesto, which will support the organisation in fulfilling both its commercial and charitable aims. The strategy will outline key audiences, tools, objectives and actions for the next three years and beyond.

Following the opening of the Costume Collection and throughout the development and delivery phases of *Project Tullie* (PT), effective and impactful communication will be key.

A summary of the communications strategy is presented here.

Objectives (numbers referenced in 'Tools and Actions' table below)

- Increase visitor numbers, reaching a wider range of audiences (1)
- Engage with and share the stories of our community (2)
- Assist with achieving related earned income projections (3)
- Grow hires and business development income streams (4)
- Effective stakeholder communication and engagement (5)
- Develop and strengthen relationships with funders and potential funders, encourage advocacy (6)
- Improve brand personality, identity, perception and awareness (7)
- Effective evaluation and impact assessment (8)

Target Audiences

Visitors

- Day visitors to the Carlisle / North Lakes area
- Staying visitors to Cumbria and the Borderlands
- Families
- Independent adult visitors
- Special interest & tour groups
- Overseas visitors

Locals

- Residents
- Schools and parents
- Community groups
- Underrepresented groups
- Stakeholders and user groups
- Members and patrons
- Local authority
- Business / Corporate

Advocates

- Members and Patrons
- Trusts and Foundations – funders and potential funders
- TH employees, volunteers, Board of Trustees
- Local authorities
- Key influencers
- ACE and other major capital project supporters

Peers

- Specialist audiences
- Other culture and tourism providers in Cumbria and the Borderlands
- Professional colleagues nationally & internationally with shared interest

Tools and Actions

Audience	Actions	Tools	Corresponding objective/s	Year/s
Visitors, locals, advocates, peers	Undertake a brand redevelopment process to create a strong and unique tone of voice and visual identity, which brings the TH manifesto to life and enhances brand perception and awareness	<ul style="list-style-type: none"> - Website - Social media - E-newsletters - Digital and printed marketing & comms material (inc. leaflets, What's On, adverts, Impact Report) - Press releases - Internal & external signage - Photography/video - Staff & volunteer training/behaviour 	1, 2, 3, 4, 5, 6, 7, 8	2021/22 - ongoing
Visitors, locals, advocates, peers	Improve digital engagement and user experience across all TH platforms. Focus resources on development of a new website to drive visitor numbers & grow commercial income streams, share news and stories (crucial during PT closed period), and facilitate deeper engagement with our collections. Ensure on ongoing evaluation	<ul style="list-style-type: none"> - New website, to include improved user experience, collections feature, news & stories pages, strong imagery & video, engaging, clear & concise copy - Twitter, Facebook, Instagram, YouTube (potential to explore TikTok or other relevant channels) 	1, 2, 3, 4, 5, 6, 7, 8	2021/22 - ongoing
Visitors, locals, advocates, peers	Develop TH's personality and tone of voice, so that it reflects our manifesto and varied collection. Tell stories that excite and inspire. Speak and write in a relatable,	<ul style="list-style-type: none"> - Website - Social media & e-newsletter - Press releases/media engagement - Partnerships with relevant local businesses/organisations 	1, 2, 3, 5, 6, 7	2021/22 - ongoing

	welcoming and unique style. Respond to global issues that matter to people and ensure we are a museum for today. Ensure all communications are accessible, welcoming, and accepting of everyone	<ul style="list-style-type: none"> - Advocates & spokespeople - Video/photography - Internal & external signage - Staff practice, policy and behaviours - Printed & digital marketing & comms material 		
Visitors, locals, advocates, peers	Maintain strong and informative communications during the PT closed period. Ensure TH still seems 'alive' and that we regularly update our audiences/stakeholders with news and progress. Build excitement around the project and share our collections in unexpected and ambitious new ways	<ul style="list-style-type: none"> - Website (dedicated PT news section) - Social media - E-newsletters - Press releases/media engagement with local and national press - Photo/video content - Stakeholder and community engagement/consultation (e.g., Pop-up exhibition at local venue) 	1, 2, 3, 4, 5, 6, 7, 8	2022/23 – 2022/24
Visitors, locals, advocates, peers	Grow TH's reputation as a key cultural venue in the north of England. Lead with the strength of our special exhibitions programme and the newly opened Costume Collection. Ensure all communications are ambitious, inspiring and engaging	<ul style="list-style-type: none"> - Partnerships with local businesses/organisations such as Cumbria Tourism, forum memberships (e.g., Lake District China Forum) - National press activity - All digital channels - Bold and impactful printed & digital advertising - Utilising spokespeople - High-profile launch events 	1, 2, 3, 4, 5, 6, 7, 8	2021/22 – ongoing

Locals, advocates	Develop ambitions for TH to be the heartbeat of Carlisle's cultural life. Ensure we listen to our community and share their stories. Use our voice to engage with issues that matter to local people and stand up for underrepresented groups. Regularly share and celebrate news of our work with community groups. Ensure our communications reflect, and are fit for, all the people that we connect with	<ul style="list-style-type: none"> - Local press and media (News & Star, ITV border news, etc.) - National press, focusing on relevant current debates/issues - Social media & E-newsletter - Online & printed resources - Website - Photography/video capturing on-site events & engagement - Advocates & spokespeople - Established school & community distribution channels - Continuing staff training/education 	2, 5, 6, 7	2021/22 – ongoing
Peers, advocates	Further develop TH's reputation as a national and internationally significant organisation, standing at the forefront of museum practice. Utilise our collection and staff expertise to educate, excite and inspire. Establish a culture of sharing and conversation with peers across the cultural sector. Ensure strong relations with key stakeholders and funders through events, news stories and reporting	<ul style="list-style-type: none"> - Produce and distribute Impact Report - Digital networking (Twitter) - Educational and inspiring video content - Website - Include impact and advocacy reporting in annual report and case for support - Press releases/ media engagement for local/national specialist media (Museums Journal, Art Quarterly, etc.) - Senior staff to map out advocacy plan - Showcase staff expertise - Launch events/previews 	4, 3, 5, 6	2021/22 – ongoing

Visitors, locals, advocates, peers	Plan and deliver an impactful and ambitious marketing & communications plan to launch the reopening of the museum following PT and create a buzz around the new experience. Increase visitor numbers, community/learning engagement, and commercial income streams. Establish TH as a cultural hub with something for everyone	<ul style="list-style-type: none"> - Website - Social media (organic & paid) - E-newsletters - Regional/national PR campaign - Investment in bold and impactful advertising (e.g., large billboards at key train stations, leaflets distributed along M6 corridor, window graphics & external banners) - Photography/video - VIP/community spokespeople and advocates - Partner with local businesses/organisations - Familiarisation visits for local businesses/tourism colleagues - Attendance at trade shows 	1, 2, 3, 4, 5, 6, 7, 8	2024
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12. Risk

Methodology

The register methodology adopted for this plan is the 'xy+x' model, which gives greater weighting to impact over likelihood.¹⁵

For example, an event with medium likelihood (3) but low impact (1) scores 4 ((3x1)+1), whereas an event with medium likelihood (3) and high impact (5) scores 20 ((3x5)+5).

Minor risks: Scores under 10 = green

Moderate risks: Scores of 10 -19 = amber

Major risks: Scores of 20 and above = red

Likelihood of occurrence	High	5	6	12	18	24	30
		4	5	10	15	20	25
		3	4	8	12	16	20
		2	3	6	9	12	15
	Low	1	2	4	6	8	10
			1	2	3	4	5
			Impact				
			Low			High	

Risk Register

The risk register that follows adopts this 'xy+x' model and each risk is colour coded as above.

The register relates to risks with the operating business model. A risk register relating to specific risks on the capital project is included in the *Project Tullie* Masterplan and is available on request.

¹⁵ Adopted from *A toolkit for effective risk management*, Kingston Smith

Operational risk register

Risk Identified	Likelihood	Impact	Score	Mitigation/control	Improvements	Action	Review
Visitor numbers							
Targets not met	1	4	8	Detailed market analysis and benchmarking used in establishing prudent targets		Director	Quarterly
				Marketing, communications and advocacy strategies in place	Continue to develop TH brand and rollout in line with Comms Strategy.	Director/Comms	Ongoing
				Cost and activities constantly reviewed to ensure activities correlate with income	Quarterly management accounts and KPIs reviewed by the Board	Director/Finance	Quarterly
Targets exceeded	3	1	4	Detailed sensitivity and market analysis undertaken and benchmarked to establishing realistic targets.	Building in capacity for considerably higher than predicted visitor levels. Business model links success with income, therefore extra resources can be channelled to respond to need for extra maintenance, cleaning, staffing etc....	Director/Finance	Quarterly
Visitor Expectations							
Visitor expectations not met	1	4	8	Planning for quality in all aspects of delivery of offer.	Quality monitoring factored into KPIs for regular review	Director / Head of Strategy & Development / Head of Collections and Engagement	Quarterly
	1	4	8	Maintain breadth of programme across exhibitions and events. Established strong Visitor Experience offer tested with	Monitoring factored into KPIs for regular review	As above	Ongoing and Quarterly

				Community Board.			
	1	4	8	Expectations (particularly around programme) to be managed pre- and post-opening. Ensure programme is on-Brand	Communications Strategy and Brand development work includes being clear about the offer at Tullie House	As above	Ongoing and Quarterly
Communications							
Potential market not aware of Tullie House offer	1	5	10	Communications Strategy to be implemented	Communications strategy across all channels respond to research on how potential visitors find out about TH	Communications	Ongoing. Quarterly Comms update to board
Tullie House has low local profile	1	4	8	Communications Strategy to be implemented and developed with Community Board.	As above	As above	As above
Operations and earned income							
Catering targets not met	2	4	12	Prudent targets, benchmarked against relevant comparators. Partnership with experienced catering provider	Engagement of Trading Co members with specialist skills to advise on management of catering provider and consideration of in-house offer	Director/ Finance/ Trading Company Board	Quarterly
Retail targets not met	2	3	9	Prudent targets, benchmarked against relevant comparators. Staff costs covered by FoH function	Costs and product lines kept under review. Engagement of board member(s) with specialist skills. Be focussed on new Retail Strategy which	Director/ Finance/ Trading Company Board/Head of Collections & Engagement	As above
Development income targets not achieved	3	3	12	Additional fundraising capacity provided. Regular review of development performance.	Costs, especially staff costs, kept under review.	Director/ Board/Head of Strategy & Development	Quarterly

Operational and building costs greater than planned	2	4	12	Allowances have been increased across utilities, maintenance, insurance in response to detailed benchmarking with other organisations. Building designed to environmentally be light touch.	Potential to attribute more resource to this activity in the higher visitor number scenarios should this result in higher costs.	Director/ Finance	Quarterly
Financial management							
Fraud by staff or consultants	1	4	8	Systems in place involving Tullie House staff and external consultants. Rigorous Audit Committee scrutiny.	Systems continually reviewed and activity across all accounts monitored. Cybercrime awareness training undertaken by senior staff.	Director/ Finance/ Audit & Risk Committee	Annual and ongoing
Organisational development and management							
Failure to recruit skilled key staff	2	3	12	Local communication of opportunities Perception that Tullie House is a good employer.	Demonstrate opportunities to develop within roles	Director / Board	ongoing
Key staff leave during capital phase	3	4	16		Organisational and project knowledge spread throughout the organisation and board.	All staff and board.	ongoing
Governance							
Board does not respond to challenges of capital project	1	3	6	Leadership of Chair and Director.	Successfully meeting key project milestones	Chair/ Director	Ongoing
Exhibitions and Learning Programme							
Costs under-estimated	1	4	8	Programme costs based on existing delivery model	Programme can be flexed to respond to unexpected costs.	Director / Head of Strategy & Development / Head of Collections and Engagement	Quarterly

Political							
Local Government Review affecting core income	3	4	16	Early engagement with new authority to ensure that there's a strategic approach to supporting culture	Working with partners, e.g., Carlisle Culture and the LEP to embed culture as a strategic priority.	Director / Chair	Quarterly

13. Economic Impact

Tullie House commissioned a 10-year Economic Impact Study to establish the impact of a proposed **£27.5 million capital investment** at the museum on the local, regional and wider economy.

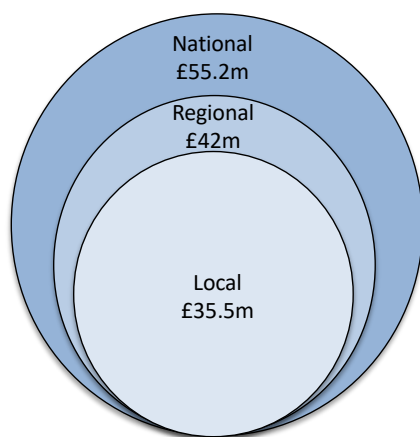
The study assesses the expected impact of the project in terms of volume and value of spend on the local, regional and national economic geographies across several sectors.

The business case for the Project Tullie projects **648,000 ticketed visits to the Museum over the 10-year period** between 2020/21 - 2029/30.

The developments will result in £2.3m of additional operational expenditure at Tullie House over the same period (excluding salary costs) and will directly support 35 FTE jobs in the region, with a further 48 FTE jobs supported in the wider economy (indirect and induced Impact).

In addition, the direct spend on construction through contractors and suppliers, will support approximately 50 construction-related jobs throughout the build process.

The study demonstrates that £146m will be generated over 10 years of the Economic Impact Study (2020/21- 2029/30) through three geographic areas (local, regional and national), as follows:



10 year impact, no project,
2020/21 – 2029/30



10 year impact, project go-ahead
2020/21 – 2029/30,
100,000 ticketed visitors p.a.
Post Project Tullie Phases 2&3

Appendix I: Action Plan 2018-23

NB – This Action Plan should be read in conjunction with the following departmental plans:

- Environmental Action Plan
- Equality & Diversity Action Plan
- Audience Development Plan
- Digital Plan

KEY

	Completed action
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Financial Sustainability				
Aim	Financial Sustainability			
Objective 1.	Develop an organisational focus on generating greater earned income and delivering efficiency savings			
			By Whom	By When
Deliverables	1.1	Job descriptions and PRDs need to reflect that staff and trustees are fully engaged in the need to focus organisational effort on income generation.	SLT	Completed
	1.2a	We will increase admissions to 47,000, a 14% increase on 2017/18. This will be achieved by: <ul style="list-style-type: none"> ○ Rebrand of the Annual Ticket offer to include access to family events; Bespoke marketing campaigns for each exhibition ○ Delivery of exhibition and engagement programmes to target general and cultural tourists linked to our two World Heritage Sites 	SLT	Completed financial year 2019/20
	1.2b	We will achieve a minimum of 50% of 2019/admissions in 2020/21 (26,928), when permitted to be open <ul style="list-style-type: none"> • By opening Costume Gallery • Temporary exhibition programme 		
	1.3a	Increase admissions income (from 2017/18) by 36% (an increase of £35k) by 2020 and achieve Gift Aid target of £15k	SLT	2020

	1.3b	Achieve a minimum of 50% 2019/20 admissions income in 2020/21 (£99,198), when permitted to be open		
	1.4	Increase shop income by 3% (an increase of £2k) by 2023 (with no capital investment) and increase (and maintain) average profit margin to 50%	HC&E	March 2023
	1.5	Conduct tendering exercise for new caterers to improve the catering offer and increase turnover from 2020/21	HF&R	October 2019
	1.6	Recover income from schools learning activity to pre-pandemic levels by end of 2022/23 - £28,000	HC&E	March 2023
	1.7	Recover income per year from curatorial research and development (e.g., loans, images, talks) to pre-pandemic levels by 2023 - £8,500	HC&E	March 2023
	1.8	Increase the number of Members to 350 by 2022 and Patrons to 32	HP&D	March 2022
	1.9	Exhibitions programme to contribute to driving footfall, visitor numbers and secondary spend: <ul style="list-style-type: none"> • Programme minimum 3 exhibitions in the Art Gallery per year, each exhibition to have visitor number target • Minimum of 10% of the programme to be externally funded • Develop accompanying events programme to drive footfall to exhibitions 	HP&D	Ongoing
		<ul style="list-style-type: none"> ○ Ensure better collaboration via the Programme Executive Group to ensure greater communication across the organisation 		
	1.10	Commit to all actions in the Environmental Plan to reduce our carbon footprint and promote environmental sustainability (see Environmental Action Plan).	HF&R	Ongoing
	1.11	Update Procurement Policy	Dir	March 2020
	1.12	Review the outsourcing of the payroll service and if continuing, go through a procurement process to ensure best value for money.	HF&R	September 2021
	1.13	Create a clear strategy document for the Trading company that focusses on the individual areas of operation and the overall objectives of the Trading subsidiary.	HF&R & HC&E	September 2021

Objective 2.	Improve management information so that the Senior Leadership Team and Management Team can better manage performance		By Whom	By When
	2.1	Ensure that the Senior Leadership Team review KPIs monthly and disseminate key KPIs throughout the organisation	SLT	Ongoing
	2.2	Procure and implement new CRM system that is fit for purpose, maintained and effective communication with supplier is adhered to.	SLT	June 2021
	2.3	Ensure that the Trust uses its Audience Development Plan to drive up admissions, memberships and earned income to ensure we achieve targets in 1.2	HC&E & HP&D	Reviewed and updated annually
	2.4	As part of CMC, we will fulfil our survey requirements for the Audience Finder prog (380) and the Impact and Insights evaluation programme (four in 2019/20)	HC&E	Review and update annually
	2.5	Review Emergency Plan by end of September 2021 and disseminate	SLT	September 2021

Objective 3.	Secure funding to initiate a programme of capital developments designed to generate a significant increase in earned income		By Whom	By When
	3.1	Produce a comprehensive Masterplan showing the development potential of the site over a 15-year period	Dir & HP&P	September 2019
	3.2	Deliver DCMS / Wolfson funded Costume Gallery as Phase 1a of Project Tullie Masterplan, including securing additional funding from other sources (e.g., LEP, Garfield Weston)	Dir, HP&P, HC&E	March 2020
	3.3	Submit capital funding applications to HLF for Phase I of Masterplan	Dir & HP&D	November 2019
	3.4	Continue to undertake a programme of gallery refreshes using restricted reserves: Origins Gallery, Formations Display, new Social History Display	HC&E	March 2019
	3.5	Complete WallCAP and Social History gallery refreshes	HC&E	End of 2021/22
	3.6	Submit applications to and (if possible) secure funding from the following external sources for Phase 1 of Project Tullie: <ul style="list-style-type: none"> • Future High Streets • Town Deal • Borderlands Growth Deal • National Lottery Heritage Fund (TBC) 	Dir & HP&D	March 2022

		<ul style="list-style-type: none"> LEP Growth Fund 		
	3.7	Open Costume Gallery as Phase 1a of Project Tullie to contribute 3,500 visitors towards the annual target of 26,928 visitors, and £21,824 towards admissions income target of £99,198.	SLT	March 2022

Objective 4.	Actively increase income from trusts, foundations, individuals and corporates		By Whom	By When
	4.1	Produce Fundraising Strategies for 2020 -2022 to focus on identifying funding opportunities, develop key stakeholder relationships, explore partnership opportunities and support/promote/strengthen charitable messaging. Produce separate fundraising strategy for Project Tullie.	HP&P	March 2020
	4.1b	Review Fundraising strategy for March 2022		March 2022
	4.2	Secure funding to undertake the following curatorial projects: <ul style="list-style-type: none"> Apply to Designation Development Fund for additional capacity and project funding within the natural Sciences collection Use Curatorial Trainee post to generate income and increase collections access by April 2020 	HC&E	June 2019
	4.3	Work with our Trustees to develop our capacity to raise more income from fundraising, aiming to raise £100k of contributed income by March 2023	Dir & HP&D	March 2023

Aim	Community Engagement			
Objective 5.	Focus on developing greater engagement with the Carlisle community		By Whom	By When
Deliverables	5.1	Across CMC deliver targeted activity programmes for 0-5s in response to high demand and identified potential for growth, with a 5% increase annually on the 18-19 baseline	HC&E	2022

	5.2	<p>Ensure access and inclusivity is at the heart of our spaces and programmes:</p> <ul style="list-style-type: none"> ○ Undertake an audit of our galleries/spaces to identify possible barriers to access. ○ All staff to attend diversity awareness training. ○ Explore new, inclusive approaches to interpreting collections in 18-19 and embed in 19-20. ○ Trial 'relaxed' craft sessions for families with children with SEND ○ Contribute to CMC target of increasing diversity of groups involved in developing exhibitions by 20% by 2022 	HC&E	March 2020
	5.2b	Commit to all actions in the Equality & Diversity Plan to embed equality and diversity principles across all departments and activity areas (see Equality & Diversity Plan).	HC&E	Ongoing
	5.3	<p>Develop co-production with our communities and embed the Creative Case for Diversity within the organisation.</p> <ul style="list-style-type: none"> • Actively participate in the cross-CMC Creative Case Action Group • Quarterly meetings of the TH Equality & Diversity Team • Embed CCD within all exhibitions in the Temporary programme • Continue to offer diverse artist response opportunities in partnership with Prism Arts • Develop ongoing programme of gallery updates using the TH collections and principles of co-creation & CCD • As part of CMC, share CCD learning and outcomes with museums across Cumbria 	HC&E and HP&D	Ongoing
	5.5	<p>Ensure Collections Management procedures are followed to the highest standards, working towards Level 4 requirements of Accreditation, with the aim of increasing accessibility of collections.</p> <p>Achieve Level 3 and create plan for achieving Level 4 by end of March 2023</p>	HC&E	March 2023
	5.6	Deliver Designation Development Fund project, including associated collections management and public engagement objectives	HC&E	March 2023
	5.7	Develop Contemporary Collecting Programme to acquire and develop collections in partnership with local people, donors and grant giving bodies, including the development of a sector conference	HC&E	December 2019
	5.7b	<p>Continue to embed contemporary collecting across disciplines:</p> <ul style="list-style-type: none"> • Develop Contemporary Art Collecting Policy • Review Collections Development Policy to ensure contemporary collecting is featured throughout • Work with the Tullie House Community Board to develop contemporary policies and initiatives 	HC&E	March 2022

	5.8	Contribute to the production of high-quality publications which will support greater understanding of collections <ul style="list-style-type: none"> • Academic research • Publications relating to collections (2 by 2022) • Hosting and speaking at curatorial conferences 	HC&E	2022
	5.9	Respond to national events and campaigns via social media and our programme	HP&D and HC&E	Ongoing
	5.10	Review, develop and implement of Social Media strategy, including social media voice	HP&D and HC&E	June 2021
	5.11	Support contemporary artists to offer fresh perspectives on our sites and collections, subject to resources. Minimum of one per year	HP&D and HC&E	Ongoing
	5.12	Create and deliver programmes that increase the number and range of school pupils engaging with the museum with a 5% annual increase on 18-19 baselines	HC&E	March 2020
	5.12b	Recover to preC-19 levels of engagement with schools by end of 2022/23 – 15,688 pupil count		March 2023
	5.13	Extend Arts Award provision, contributing to reaching the CMC target of increasing the number of Arts Awards achieved annually by 27% from 776 to 985 by 2022	HC&E	March 2022
	5.14a	Explore the development of a Carlisle LCEP as part of Carlisle Culture programme	HC&E	March 2020
	5.14b	Set up Carlisle LCEP and transfer Chair responsibilities to another organisation	HC&E	June 2021
	5.15	Deliver ACE funded programme of activity and participation for Young People at 300 participation days annually and deliver the HLF funded Hope Streets programme (ongoing to 2022).	HC&E	Ongoing
	5.16	Deliver targeted activity programmes for families, increasing engagement by family members at 5% annually from 18-19 baselines.	HC&E	2022
	5.16b	Recover to preC-19 levels of engagement for families by end of 2022/23 – 10,800 engagements	HC&E	March 2023

	5.17a	<p>Expand and develop our digital offer as part of CMC:</p> <ul style="list-style-type: none"> ○ Pilot and deliver programme of virtual assemblies for teachers. ○ Support cross-departmental digital team to drive digital ambition and increase captured content (filming and live-streaming artists and curator talks etc). ○ Increase work with artists who create digital work (i.e. Creative Content), conducting scoping exercises and defining best practice by end of 2019 and a pilot project by end of 2022 ○ Deliver digital project with YP group ○ Ensure each exhibition features an element of creative media 	HC&E and HP&D	March 2020
	5.17b	Commit to all actions in the Digital Plan to embed digital activity across the organisation and engage greater numbers of our community digitally (see Digital Plan).	HC&E and HP&D	Ongoing
	5.18	Create Volunteer Strategy and explore opportunities for funding with CVS to create Volunteer Coordinator post	HC&E & Dir	March 2020
	5.18b	<p>Increase the number of active volunteers to 80 by end of 2021/22 (50 gallery engagers, 30 BOH)</p> <ul style="list-style-type: none"> • Volunteer Policy, Handbook and Procedures to be presented to all staff. • Volunteer activity to be mapped and needs analysis for each department carried out. • Carry out recruitment campaign for Gallery Engagers, working with Community & Young People Coordinators to encourage diversity of applications. • New volunteer opportunities identified and planned across all departments. • Use 2021/22 Volunteer Hours and number of Active Volunteers as baseline for 2022/23 targets 	HC&E	March 2022
Objective 6.	Continue to work with hard-to-reach groups within Carlisle and surrounding area		By Whom	By When

	6.1	<p>Successfully deliver the Thriving Communities (ACE funded) programme on time and on budget:</p> <ul style="list-style-type: none"> • Oversee reporting and delivery of all partner activity • Deliver upscaled Afternoon at the Museum sessions • Pilot Tullie on Tour programme • Support development of the 'Inside Out' pilot programme • Deliver 2 x Social Prescribing seminars • Carry out all admin/evaluation responsibilities as lead applicant 	HC&E	March 2022
	6.2	<p>Develop community and arts engagement with underrepresented groups</p> <ul style="list-style-type: none"> • Continue to work with vulnerable adults, with a target of 600 participation days annually • Be active participants in the Carlisle Dementia Action Alliance and assist Carlisle's aspiration to become a Dementia Friendly City • Projects will be developed with artists from diverse backgrounds • Support exhibitions team to deliver a CCD project for each major exhibition • Continue to deliver Tullie Textiles and Accessible Art Group on a monthly basis • Programme and deliver 3-4 exhibitions in the Community Gallery per year • Deliver programme of activity for the Secret Garden over Summer 2021 	HC&E	Ongoing
	6.3	<p>Participate in the Of/By/For ALL programme:</p> <ul style="list-style-type: none"> • Steer cross-departmental group of staff on the project • Identify and engage with community of interest • Communicate project outcomes internally and externally to key stakeholders 	HC&E	March 2022

Objective 7.	Strengthening our Hadrian's Wall offer		By Whom	By When
	7.1a	<p>Promote and champion links with Hadrian's Wall Partnership through building visitor awareness via internal and external marketing and communications</p> <ul style="list-style-type: none"> • Remain a key partner in the Hadrian's Wall Partnership • Develop British Museum links in the interpretation of the Roman Frontier Gallery 	Dir, HP&D & HC&E	Ongoing

	7.1b	Ensure we maximize the impact of the UNESCO World Heritage brand, including installation of UNESCO signs	Dir, HP&D	May 2021
	7.2	Participate in key Hadrian's Wall initiatives and bodies: <ul style="list-style-type: none"> • Hadrian's Wall Partnership Board (AM) • 1900 celebrations • Sub groups: Learning & Interpretation (AS), Marketing (CO), Curators (EP), Learning Forum (Learning Team), Volunteers (KA) 	SLT	Ongoing
	7.3	Work with partners to further develop the China-UK Wall to Wall initiative between Hadrian's Wall and the Great Wall, including signing up to the Great China Welcome	Dir, HP&P & HC&E	Ongoing

Objective 8.	Develop international audiences from China or with communities interested in Chinese culture		By Whom	By When
	8.1	Bring world class collections to Cumbria from China and see collections shared internationally	HP&P and HC&E	March 2020
	8.2	Work with local partners / initiatives to attract more international visitors from American and Far East Markets <ul style="list-style-type: none"> • Develop guided tours in Mandarin by end 2019 • Work with Carlisle City Council on the England Originals aimed at the American market • Continue to attend Historic Quarter Meetings 	Dir, DD & HP&P. HC&E	Ongoing
	8.3	Continue to develop the Chinese Engagement Programme in partnership with the Confucius Institute, specifically schools and families programming.	HC&E	Ongoing

Appendix II: Detailed income and expenditure accounts

Scenario 1: 100,000 visits per annum, Phases Two and Three of Project Tullie delivered

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café only):	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	264,932	262,235	264,423	266,502	268,477	270,353
Income										
Grants (Public)										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Exhibition Tax Relief (HMRC)	84,340	16,000	5,000		20,000	20,000	20,000	20,000	20,000	20,000
Grants (core) subtotal	1,407,504	1,294,851	1,159,836	1,187,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623
Other Grants and Sponsorship										
HLF Resilience	0	0	0	0	0	0	0	0	0	0
Cumbria County Council	0	0	0	0	0	0	0	0	0	0
Headley Trust	0	0	0	0	0	0	0	0	0	0
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Donations	58,446	14,160	5,000	0	15,000	20,000	25,000	30,000	30,000	30,000
Other grants & sponsorship subtotal	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid Grants	697,787	41,602		0	0	0	0	0	0	0
Admissions										
Admissions Income (Incl Gift Aid & Memberships, net of V	25,501	79,198	49,826	0	576,090	548,657	587,847	627,037	627,037	627,037
Gift Aid	3,782	7,793	3,986	0	50,104	47,718	51,126	54,535	54,535	54,535
Tullie Card	0	0	0	0	0	0	0	0	0	0
Membership	4,309	6,450	2,329	0	6,000	6,000	6,000	6,000	6,000	6,000
Admissions subtotal	33,592	93,441	56,141	0	632,194	602,375	644,973	687,571	687,571	687,571
Trading (net income)										
Retail	2,865	11,055	7,781	0	70,875	72,000	74,250	78,200	82,250	86,400
Catering	(4,534)	9,000	9,175	0	66,623	74,737	79,129	83,548	87,993	90,920
Events	1,818	9,000	7,012	0	20,566	25,238	30,902	35,560	40,212	44,856
Monday alternative and other	205	418	0	0	0	0	0	0	0	0
Trading (net of direct costs) subtotal	354	29,473	23,968	0	158,064	171,975	184,281	197,309	210,455	222,176
Learning income	2,656	20,230	11,366	0	20,438	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges Contribution										
ACE	38,000	38,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Subtotal Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,333,316	2,362,998	2,443,448	2,525,020	2,559,521	2,593,014
CBDC income (gross)										
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,438,878	2,470,628	2,553,177	2,636,880	2,673,545	2,709,235

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening					
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café only):	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	264,932	262,235	264,423	266,502	268,477	270,353
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	816,000	832,320	848,966	865,946	883,265
Core salaries offset by capital funding	0	(59,715)	(127,829)	(81,929)	0	0	0	0	0	0
Additional Development, Marketing, Exhibitions Staff	0	0	0	0	120,000	122,400	124,848	127,345	129,892	132,490
Additional hours	43,289	30,800	28,281	0	60,000	61,200	62,424	63,672	64,946	66,245
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	20,000	12,989	13,248	13,513	13,784	14,059	14,341
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CIRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	989,568	854,676	830,390	1,036,154	1,056,877	1,078,015	1,099,575	1,121,567	1,143,998
Exhibitions and Projects										
Projects (Community, Gallery, etc)	63,376	306,333	60,000	80,000	80,000	120,000	120,000	160,000	160,000	160,000
Project Tullie	0	580,000	100,000	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Temporary Exhibitions	9,481	52,400	20,000	0	60,000	80,000	80,000	120,000	120,000	120,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	1,163,552	324,890	224,890	284,890	344,890	344,890	424,890	424,890	424,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Trading										
Salaries	6,776	15,423	8,500	0	65,108	66,410	67,738	69,093	70,475	71,884
Operational costs	4,708	15,850	9,485	0	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital renewal allowance	0	0	0	0	0	25,000	25,000	25,500	26,010	26,530
Contingency	0	0	0	0	0	45,000	45,900	50,000	51,000	52,020
Total Museum expenditure	1,605,118	2,794,033	1,818,429	1,690,381	2,182,532	2,311,101	2,347,168	2,468,548	2,507,873	2,547,864
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,892,070	1,918,166	1,791,853	2,285,774	2,416,148	2,454,056	2,577,313	2,618,553	2,660,499
Surplus (Deficit)										
	948,810	(1,013,507)	(308,533)	(248,988)	153,104	54,480	99,121	59,567	54,992	48,736
Planned transfer from restricted reserves		295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves		610,591	68,318	68,546	27,751	(2,583)	(82,841)	(113,094)	(108,343)	(98,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	235,757	106,799	71,182	1,375	1,551	3,075
Free reserves	402,161	295,021	109,708	(15,832)	219,925	326,724	397,906	399,280	400,831	403,906

Scenario 2: 80,000 visits per annum, Phases Two and Three of Project Tullie delivered

Summary: Project Tullie Scenario 2

80K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction	Phase 2					
			Completed	Closed	Completion					
			Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening					
Inflation	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
Compounded	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	79,000	0	162,678	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	84,000	80,000	80,000	80,000	80,000	80,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	243,932	242,235	244,423	246,502	248,477	250,353
Income										
Grants (Public)										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Exhibition Tax Relief (HMRC)	84,340	16,000	5,000	0	20,000	20,000	20,000	20,000	20,000	20,000
Grants (core) subtotal	1,407,504	1,294,851	1,159,836	1,187,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623
Other Grants and Sponsorship										
HLF Resilience	0	0	0	0	0	0	0	0	0	0
Cumbria County Council	0	0	0	0	0	0	0	0	0	0
Headley Trust	0	0	0	0	0	0	0	0	0	0
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Donations	58,446	14,160	5,000	0	15,000	20,000	25,000	30,000	30,000	30,000
Other grants & sponsorship subtotal	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid Grants	697,787	41,602								
Admissions										
Admissions Income (net of VAT)	25,501	79,198	49,826	0	460,872	438,926	470,277	501,629	501,629	501,629
Gift Aid	3,782	7,793	3,986	0	40,083	38,174	40,901	43,628	43,628	43,628
Tullie Card	0	0	0	0	0	0	0	0	0	0
Membership	4,309	6,450	2,329	0	0	7,000	7,000	7,000	7,000	7,000
Admissions subtotal	33,592	93,441	56,141	0	500,955	484,100	518,179	552,257	552,257	552,257
Trading (net income)										
Retail	2,865	11,055	7,781	0	39,375	40,000	41,250	44,200	47,250	50,400
Catering	(4,534)	9,000	9,175	0	61,342	69,037	73,144	77,454	81,978	86,727
Events	1,818	9,000	7,012	0	24,651	25,144	25,646	26,159	26,683	27,216
Monday alternative and other	205	418	0	0	0	0	0	0	0	0
Trading (net of direct costs) subtotal	354	29,473	23,968	0	125,367	134,181	140,040	147,813	155,911	164,343
Learning income	2,656	20,230	11,366	0	40,875	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges Contribution										
ACE	38,000	38,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Subtotal Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,189,819	2,206,929	2,272,413	2,340,211	2,369,663	2,399,868
CBDC income (gross)										
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,295,381	2,314,559	2,382,141	2,452,070	2,483,687	2,516,088

Summary: Project Tullie Scenario 2

80K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
Inflation	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
Compounded	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	79,000	0	162,678	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	84,000	80,000	80,000	80,000	80,000	80,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	243,932	242,235	244,423	246,502	248,477	250,353
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	816,000	832,320	848,966	865,946	883,265
Core salaries offset by capital funding	0	(59,715)	(127,829)	(81,929)	0	0	0	0	0	0
Additional Development and Marketing Staff	0	0	0	0	85,000	86,700	88,434	90,203	92,007	93,847
Additional hours	43,289	30,800	28,281	0	60,000	61,200	62,424	63,672	64,946	66,245
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	20,000	12,000	12,000	12,000	12,000	12,000	12,000
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CJRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	989,568	854,676	830,390	1,000,166	1,019,929	1,040,088	1,060,649	1,081,622	1,103,015
Exhibitions and Projects										
Projects	63,376	306,333	60,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Project Tullie	0	580,000	100,000	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Exhibitions and Projects post 19/20	9,481	52,400	20,000	0	60,000	80,000	80,000	120,000	120,000	120,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	1,163,552	324,890	224,890	284,890	304,890	304,890	344,890	344,890	344,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Trading										
Salaries	6,776	15,423	8,500	0	65,108	66,410	67,738	69,093	70,475	71,884
Operational costs	4,708	15,850	9,485	0	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital renewal allowance	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	20,000	20,400	20,808	21,224	21,649
Total Museum expenditure	1,605,118	2,794,033	1,818,429	1,690,381	2,146,544	2,184,153	2,218,741	2,294,930	2,332,142	2,369,979
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,892,070	1,918,166	1,791,853	2,249,786	2,289,199	2,325,629	2,403,695	2,442,823	2,482,614
Surplus (Deficit)	948,810	(1,013,507)	(308,533)	(248,988)	45,595	25,359	56,512	48,375	40,864	33,475
Planned transfer from restricted reserves		295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves		610,591	68,318	68,546	27,751	(2,583)	(2,841)	(23,094)	(73,343)	(83,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	128,248	77,679	108,574	80,183	22,423	2,813
Free reserves	402,161	295,021	109,708	(15,832)	112,416	190,094	298,668	378,851	401,274	404,087

Scenario 3: 60,000 visits per annum, Phases Two and Three of Project Tullie delivered

Summary: Project Tullie Scenario 3

60K ticketed visits

Phases 2 and 3 delivered

LUF timescale	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	79,000	0	154,932	157,235	159,423	161,502	163,477	165,353
Ticketed visitors:	5,898	26,000	16,756	0	65,000	60,000	60,000	60,000	60,000	60,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	219,932	217,235	219,423	221,502	223,477	225,353
Income										
Grants (Public)										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Exhibition Tax Relief (HMRC)	84,340	16,000	5,000	0	20,000	20,000	20,000	20,000	20,000	20,000
Grants (core) subtotal	1,407,504	1,294,851	1,159,836	1,187,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623
Other Grants and Sponsorship										
HLF Resilience	0	0	0	0	0	0	0	0	0	0
Cumbria County Council	0	0	0	0	0	0	0	0	0	0
Headley Trust	0	0	0	0	0	0	0	0	0	0
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Donations	58,446	14,160	5,000	0	15,000	20,000	25,000	30,000	30,000	30,000
Other grants & sponsorship subtotal	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid Grants	697,787	41,602								
Admissions										
Admissions Income (Incl Gift Aid & Memberships, net of VAT)	25,501	79,198	49,826	0	356,627	329,194	352,708	376,222	376,222	376,222
Gift Aid	3,782	7,793	3,986	0	31,017	28,631	30,676	32,721	32,721	32,721
Tullie Card	0	0	0	0	0	0	0	0	0	0
Membership	4,309	6,450	2,329	0	6,000	6,000	6,000	6,000	6,000	6,000
Admissions subtotal	33,592	93,441	56,141	0	393,644	363,825	389,384	414,943	414,943	414,943
Trading (net income)										
Retail	2,865	11,055	7,781	0	48,750	48,000	49,500	51,000	52,500	54,000
Catering	(4,534)	9,000	9,175	0	68,157	63,337	67,159	71,170	75,380	79,799
Events	1,818	9,000	7,012	0	24,651	25,144	25,646	26,159	26,683	27,216
Monday alternative and other	205	418	0	0	0	0	0	0	0	0
Trading (net of direct costs) subtotal	354	29,473	23,968	0	141,558	136,481	142,305	148,329	154,562	161,015
Learning income	2,656	20,230	11,366	0	40,875	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges Contribution										
ACE	38,000	38,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Subtotal Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,098,698	2,088,954	2,145,883	2,203,412	2,231,000	2,259,225
CBDC income (gross)										
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,204,260	2,196,584	2,255,612	2,315,272	2,345,024	2,375,446

Summary: Project Tullie Scenario 3
60K ticketed visits
Phases 2 and 3 delivered
LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	79,000	0	154,932	157,235	159,423	161,502	163,477	165,353
Ticketed visitors:	5,898	26,000	16,756	0	65,000	60,000	60,000	60,000	60,000	60,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	219,932	217,235	219,423	221,502	223,477	225,353
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	816,000	832,320	848,966	865,946	883,265
Core salaries offset by capital funding	0	(59,715)	(127,829)	(81,929)	0	0	0	0	0	0
Additional Development and Marketing Staff	0	0	0	0	0	0	0	0	0	0
Additional hours	43,289	30,800	28,281	0	60,000	61,200	62,424	63,672	64,946	66,245
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	20,000	12,000	12,000	12,000	12,000	12,000	12,000
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CIRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	989,568	854,676	830,390	915,166	933,229	951,654	970,447	989,616	1,009,168
Exhibitions and Projects										
Projects	63,376	306,333	60,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Project Tullie	0	580,000	100,000	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Exhibitions and Projects post 19/20	9,481	52,400	20,000	0	60,000	80,000	80,000	120,000	120,000	120,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	1,163,552	324,890	224,890	284,890	304,890	304,890	344,890	344,890	344,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Trading										
Salaries	6,776	15,423	8,500	0	65,108	66,410	67,738	69,093	70,475	71,884
Operational costs	4,708	15,850	9,485	0	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital renewal allowance	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	15,000	15,000	15,000	15,000	10,000	10,000
Total Museum expenditure	1,605,118	2,794,033	1,818,429	1,690,381	2,061,544	2,092,453	2,124,907	2,198,919	2,228,911	2,264,484
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,892,070	1,918,166	1,791,853	2,164,786	2,197,499	2,231,795	2,307,684	2,339,592	2,377,118
Surplus (Deficit)	948,810	(1,013,507)	(308,533)	(248,988)	39,474	(916)	23,817	7,587	5,432	(1,673)
Planned transfer from restricted reserves	0	295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves	0	610,591	68,318	68,546	27,751	(2,583)	(2,841)	(3,094)	(3,343)	(3,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	122,127	51,404	75,878	59,395	56,991	47,666
Free reserves	402,161	295,021	109,708	(15,832)	106,295	157,699	233,577	292,972	349,963	397,629

Scenario 4: No Project Tullie

Summary: Project Tullie Scenario 4 No Project Tullie

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30																																												
	<table> <tr> <td></td><td>Covid</td><td>Covid</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Inflation</td><td>0%</td><td>0%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td></tr> <tr> <td>Compounded</td><td>1.00</td><td>1.00</td><td>1.02</td><td>1.04</td><td>1.06</td><td>1.08</td><td>1.10</td><td>1.13</td><td>1.15</td><td>1.17</td></tr> <tr> <td></td><td>Actual</td><td>Projection</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td></tr> </table>											Covid	Covid									Inflation	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%	Compounded	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17		Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	Covid	Covid																																																				
Inflation	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%																																												
Compounded	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17																																												
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate																																												
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	172,489	155,507	155,932	156,235	156,423	156,502	156,477	156,353																																												
Ticketed visitors:	5,898	26,000	33,511	48,493	46,068	43,765	41,577	39,498	37,523	35,647																																												
Learning / community ticketed visitors:	2,801	7,341	11,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000																																												
Total users + ticketed visitors:	32,571	126,000	206,000	204,000	202,000	200,000	198,000	196,000	194,000	192,000																																												
Income																																																						
Grants (Public)																																																						
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733																																												
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890																																												
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000																																												
Exhibition Tax Relief (HMRC)	84,340	16,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000																																												
Grants (core) subtotal	1,407,504	1,294,851	1,174,836	1,207,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623																																												
Other Grants and Sponsorship																																																						
HLF Resilience	0	0	0	0	0	0	0	0	0	0																																												
Cumbria County Council	0	0	0	0	0	0	0	0	0	0																																												
Headley Trust	0	0	0	0	0	0	0	0	0	0																																												
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0																																												
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0																																												
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000																																												
Donations	58,446	14,160	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000																																												
Other grants & sponsorship subtotal	315,949	227,483	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000																																												
Covid Grants	697,787	41,602																																																				
Admissions																																																						
Admissions Income (net of VAT)	25,501	79,198	99,652	228,052	220,982	214,132	207,494	201,061	194,828	188,789																																												
Gift Aid	3,782	7,793	7,972	19,834	19,219	18,624	18,046	17,487	16,945	16,419																																												
Tullie Card	0	0	0	0	0	0	0	0	0	0																																												
Membership	4,309	6,450	4,657	5,000	5,000	5,000	5,000	5,000	5,000	5,000																																												
Admissions subtotal	33,592	93,441	112,281	252,886	245,201	237,755	230,540	223,548	216,773	210,208																																												
Trading (net income)																																																						
Retail	2,865	11,055	15,561	31,500	32,130	32,773	33,428	34,097	34,779	35,474																																												
Catering	(4,534)	9,000	18,351	27,500	28,050	28,611	29,183	29,767	30,362	30,969																																												
Events	1,818	9,000	14,025	27,000	27,540	28,091	28,653	29,226	29,810	30,406																																												
Monday alternative and other	205	418	0	0	0	0	0	0	0	0																																												
Trading (net of direct costs) subtotal	354	29,473	47,936	86,000	87,720	89,474	91,264	93,089	94,951	96,850																																												
Learning income	2,656	18,511	37,000	37,740	38,495	39,265	40,050	40,851	41,668	42,501																																												
Talks and other income/charges	2,478	9,382	13,796	14,072	14,353	14,640	14,933	15,232	15,536	15,536																																												
Interest and investments	6,772	7,500	6,000	5,500	5,300	5,200	5,150	5,100	5,000	4,900																																												
Central Charges Contribution																																																						
ACE	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000																																												
CBDCC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000																																												
Subtotal Central Charges	38,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000																																												
Total Museum income	2,505,092	1,773,243	1,652,849	1,865,038	1,877,789	1,891,290	1,905,494	1,920,350	1,935,812	1,951,619																																												
CBDC income (gross)																																																						
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549																																												
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672																																												
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221																																												
Total income	2,642,948	1,878,561	1,749,367	1,963,062	1,983,350	1,998,920	2,015,222	2,032,210	2,049,835	2,067,839																																												

Summary: Project Tullie Scenario 4
No Project Tullie

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Inflation Compounded	Covid		Covid							
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	172,489	155,507	155,932	156,235	156,423	156,502	156,477	156,353
Ticketed visitors:	5,898	26,000	33,511	48,493	46,068	43,765	41,577	39,498	37,523	35,647
Learning / community ticketed visitors:	2,801	7,341	11,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Total users + ticketed visitors:	32,571	126,000	206,000	204,000	202,000	200,000	198,000	196,000	194,000	192,000
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	760,734	759,346	757,929	756,485	755,011
Core salaries offset by capital funding	0	0	0	0	0	0	0	0	0	0
Additional Development and Marketing Staff	0	0	0	0	0	0	0	0	0	0
Additional hours	43,289	30,800	53,000	54,060	55,141	56,244	57,369	58,516	59,687	60,880
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	12,989	13,248	13,513	13,784	14,059	14,341	14,627
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CJRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	1,049,283	1,007,224	959,368	911,555	874,521	875,408	876,313	877,236	878,177
Exhibitions and Projects										
Projects	63,376	306,333	60,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Project Tullie	0	300,000	0	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Exhibitions and Projects post 19/20	9,481	52,400	45,000	45,000	50,000	50,000	50,000	50,000	50,000	50,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	883,552	249,890	269,890	274,890	274,890	274,890	274,890	274,890	274,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	58,000	62,000	65,000	68,000	70,000	72,000	75,000
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	53,000
Professional Fees & Insurance	32,672	51,950	45,000	68,023	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	44,000	44,880	45,778	46,693	47,627	48,580	49,551	50,542
General Office Expenses	8,945	19,300	20,000	25,151	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	37,673	38,426	39,195	39,979	40,778	41,594	42,426
Training	3,232	10,000	12,000	14,878	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	30,244	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	3,377	3,421	3,315	3,212	3,112	3,016	2,922	2,832
Subtotal operational expenditure	342,398	474,640	523,567	577,370	553,583	533,946	544,461	554,131	563,960	572,950
Trading										
Salaries	6,776	15,423	45,798	66,734	68,068	69,430	70,818	72,235	73,679	75,153
Operational costs	4,708	15,850	22,657	33,014	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	68,454	99,748	101,743	103,778	105,853	107,970	110,130	112,332
Capital renewal allowance	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0
Total Museum expenditure	1,605,118	2,573,748	1,984,135	2,041,376	2,006,771	1,955,134	1,971,612	1,988,304	2,006,215	2,023,350
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,671,785	2,083,873	2,142,849	2,110,013	2,060,181	2,078,500	2,097,070	2,116,896	2,135,984
Surplus (Deficit)	948,810	(793,224)	(334,506)	(179,786)	(126,663)	(61,261)	(63,277)	(64,860)	(67,061)	(68,145)
Planned transfer from restricted reserves	0	295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves	0	310,591	68,318	68,546	27,751	(2,583)	(2,841)	(3,094)	(3,343)	(3,586)
Final position after planned transfer from/to reserves	948,810	(186,857)	(211,286)	(56,338)	(44,010)	(8,942)	(11,216)	(13,052)	(15,502)	(18,806)

Appendix III: Temporary Exhibition Programme 2021-22

Driggsby, A Whale's Tale **18 May 2021 – 5 September 2021**



An exciting new immersive, interactive and inspiring exhibition from the imagination of over 200 children from schools on Cumbria's west coast, telling the story of Driggsby the fin whale. Discover Driggsby's underwater world, meet the amazing creatures she shares the oceans with and follow her journey through dark tunnels, to the Mermaid's house, on to the North Pole and beyond. Funded by the National Lottery Heritage Fund.

Children from West Cumbria have worked with Prism Arts and Tullie House to explore life in our oceans, discover how Driggsby might have journeyed to Cumbria and learn why whales have been the inspiration for myths and legends. During this 18-month project, the children conducted beach cleans led by Workington Nature Partnership and saw for themselves how much rubbish can be found on our coastline. They left with a greater understanding and appreciation for the environment and are keen to spread the message that, in their own words, "The ocean is not a bin!"

Key themes:

- Conservation
- Creativity
- Learning through play and storytelling

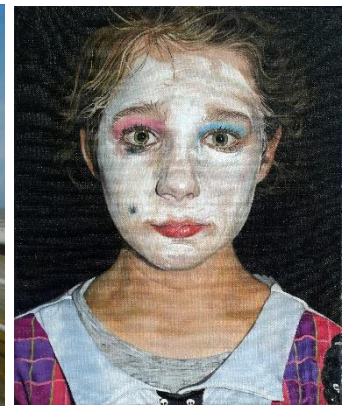
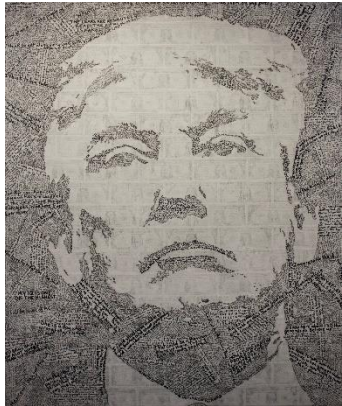
Target Visitor Numbers: 7,500

Exhibition supported by:

- Schools programme
- Families programme during May Half Term and Summer Holidays

New Light: The Prize Exhibition

18 September 2021 – 6 November 2021



Preview: *Friday 17 September*

Following the success of the New Light: Real Northern Art Prize exhibition in 2018, we are again working with the charity New Light to deliver an even more impressive exhibition in their 10th anniversary year.

The showcase is one of the largest and acclaimed open exhibitions, highlighting contemporary artists who demonstrate exceptional application of practised skills, such as painting, drawing and print making; it is open to artists who were born, live or study art one of the historical counties of the North of England. A shortlist of 127 works feature in the tour, Tullie House will be the final point on the tour.

All works in the exhibition are available to buy and the exhibition will be complemented by a programme of events giving opportunities to meet the artists and discover more about their practice.

Key themes:

- Celebration of living artists
- Selling exhibition

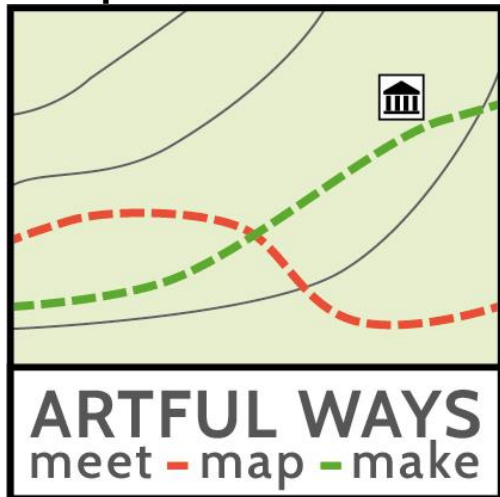
Target Visitor Numbers: 2,750 (shared with Artful Ways)

Exhibition supported by:

- Patron and members events

Artful Ways

18 September 2021 – 6 November 2021



Preview: Friday 17 September

Artful Ways is an Arts Council funded project that will bring people together across Cumbria in a celebration of creativity and connection. From June 25 to July 25, Artful Ways invites people to meet up outside, to walk between studios, venues and other cultural landmarks, and to create something in response. Participant can record their route using a simple-to-use app, and their 'Artful Way' will be added to a new map featuring Cumbria's creative richness.

This map will be responded to by a Cumbrian artist and the resulting work, plus 4 other commissions and a selection of publicly submitted works will form an exhibition which will launch at Tullie House, then go on to tour other Cumbrian venues.

Key themes:

- Celebration of living artists based in Cumbria
- Exploration of creativity and place
- Making contemporary art more accessible and relevant

Target Visitor Numbers: 2,750 (shared with New Light)

Exhibition supported by:

- Patron and members events
- 'Meet the Artist' presentation event

Paddington, The Story of a Bear

20 November 2021 – 20 February 2022



Preview: *Friday 19 November (TBC)*

Paddington, The Story of a Bear is brand-new touring exhibition developed by the British Library, who will display the exhibition from July 2021. Tullie House will be the first venue on the tour.

The British Library exhibition will feature original artwork and manuscripts divided into three sections: **Arrival** This section will look at the beginnings of Paddington's story, exploring both how Michael Bond came to create Paddington and the beginning of Paddington's fictional story. **Home** This section will explore how Paddington settles into life at Windsor Gardens with the Browns, and how he makes friends and becomes part of the community. It will focus on the themes of family, and belonging. **Adventures** The final section will look at Paddington's adventures, focussing on three common themes: Paddington helping others, Paddington being creative, and Paddington exploring or trying new things.

Key themes:

- Celebrating Paddington, character and story
- Importance of family and home
- Exploring experience of migration and belonging

Target Visitor Numbers: 4,750

Exhibition supported by:

- Schools programme
- Family activities during Christmas and February Half Term
- Programming/commercial events (film screenings, family afternoon tea...)

To the Edges of the Empire: Celebrating 1900 years of Hadrian's Wall

5 March 2022 – 12 June 2022



Image © National Museums Scotland



Copyright © The Fitzwilliam Museum

Preview: *Friday 4 March (TBC)*

As part of wall-wide celebrations to mark the 1900th anniversary of the commencement of the building of Hadrian's Wall in AD122, Tullie House will host a 'spotlight' type exhibition featuring high profile loans of objects from across the Roman Empire during Hadrian's reign. Within this exhibition we will launch an exhibition unveiling finds from the excavations of the Bathhouse Site at Carlisle Cricket Club. This exhibition within an exhibition will then tour to community centres and other venues across the city to celebrate and publicise the excavation.

Key themes:

Target Visitor Numbers: 700 (first 3 weeks only)

Exhibition supported by:

- Schools programme
- Programme of talks

Looking further ahead for 2022-23

Once Upon a Planet

25 June 2022 – 11 September 2022

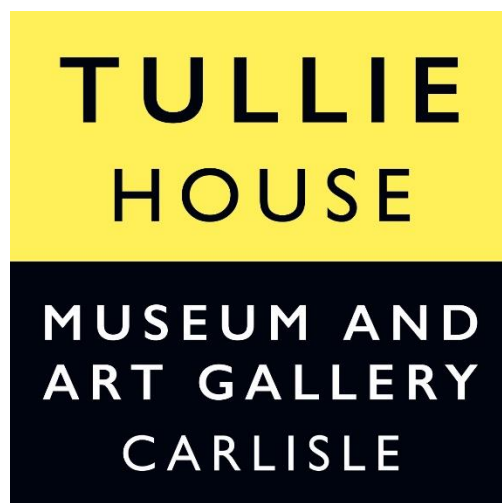


Co-curated 'work in progress' exhibition, as part of a wider project exploring how we use our Natural Science collections and how they can be used to advocate for and promote climate awareness and activism.

The exhibition will trial new ways of displaying and engaging our visitors with Natural Science collections to inform Project Tullie and new permanent displays,

As part of this exhibition, we will include selected 'Microworlds', which are digital 'creatures' which visitors interact with

in. Totally touch free and intuitive. These 'creatures' mimic real-life processes in nature, could be paired with Tullie House natural science collection.



2021/22 Learning & Engagement Programme

Families 2021/22 – local Cumbrian (Facebook Families, Dormitory Dependables, Trips and Treats), tourist (Trips & Treats). Target of 4,241 - (Covid-19 recovery target - 50% of 2019/20)

Activity	Timing	KPI	Marketing
Under 5s programme: Tullie Toddlers	From 28 th July - 2 sessions every other Wednesday (max 15 per session for Summer Holidays, then drop from September)	2 sessions every other Wednesday – target of 480 attendances	What's On Social media – Facebook
Tuesday Tales	Every week during term time	5-10 participants per session	
Tullie House AV Trail	Launch before the end of the Summer.	Pilot activity so no KPI but will track number of hits and carry out targeted qualitative evaluation with visitors	
Tullie Time Travellers	Restart: monthly September – June	Maintain average of 15 attendees per session	Facebook
Relaxed Craft Sessions	October Half Term x 3 Christmas Holidays x 3	Target of 15 attendees per session Postcode analysis and increase number of SEND families	Carlisle City Council networks What's On Social Media
Holiday Activities	May Half Term x 6 bookable crafts Summer Holidays x 19 bookable crafts, 6 x storytelling sessions, 6 x meet the expert sessions inspired by Whale Tales exhibition October – 6 drop ins, 3 pumpkin craft Christmas - 3 drop-ins pre-Xmas February HT – 9 drop-ins	May HT – 300 attendances Summer Holidays – 800 October Half Term – 500 Christmas Holidays – 150 February Half Term - 500	What's On Holiday specific leaflets – distributed at local community venues and school bag drops Local advertising – Cumberland News Social Media Partner Cross-promotion
Family Gardening Club	Summer Hols – 5 sessions	15 attendees per session throughout Summer Holidays	What's On 2019 Mailing List
Christmas Fair	December	Target of 200 over the weekend. Work with commercial to add in extra events. Paddington link.	What's On Holiday specific leaflets – distributed at local community venues and school bag drops

			Local advertising – Cumberland News Social Media
Hadrian's Wall 1900 opening day	March 2022 - Crafts, storytelling, object handling	Target of 100 on the day	Exhibition promotion What's On Social Media TIC promotion Local partners
Outreach:	Uncovering Roman Carlisle Family Engagement September 2021 Carlisle Parks Outreach x 2 August/September	8 sessions, c. 240 attendees No target – post Covid pilot of outdoor events	Social media Partner promotion Leaflets in community centres

Young People 2021/22 – all YP activity is marketed via specific groups, networks and through referrals

Headline KPI of 321 participation days annually (Covid-19 recovery target - 50% of 2019/20)

Group	Timing	Activity	Measure
Hope Streets – NLHF funded project aimed at transforming youth engagement with museums across the Northwest. Split into five phases and finishing in 2022.	Phase 3- Deliver & Embed – April 2021 – March 2022	<p>Activity split into three strands:</p> <p>Senior Group – made up of existing Hope Streets Young Producers plus additional recruitment. Focus on contributing to Project Tullie development and the planning and delivery of their own programme of events inspired by the exhibitions programme. 16-24 y/o.</p> <p>Junior Group – focusing on 14 – 16-year-olds, one off monthly activities inspired by the Museum's collections and exhibitions. To replace existing Youth Panel.</p> <p>Research Group – smaller group focusing on curatorial research projects linked to the collections and exhibitions. Project related so frequency TBD.</p>	<p>Minimum of 10 YPs in the group. Meeting frequency to be decided by the group.</p> <p>Target of 10 members.</p> <p>Target of 5 members</p>
Bubble & Me	April – July 2021 are the project dates, legacy	Weekly sessions with group of 10 – 16 y/o Syrian refugees, delivered in partnership with	Minimum of 5 attendees per session, plus family supporters.

	project TBD from August 2021	CDEC and M-Unit. Focus on developing confidence, creative skills and integration. Includes exhibition in Community Gallery.	
Hadrian's Wall Young Ambassadors	Summer 2021	Support the development of the Wall-wide programme using TH staff expertise. Host visit in the Summer Holidays plus a work experience day as part of the Uncovering Roman Carlisle excavation.	10 young people recruited and engaging

Communities – all community activity is marketed via specific groups, networks and through referrals

Headline KPI – 450 days annually with vulnerable adults / adults with protected characteristics (Covid-19 recovery target - 50% of 2019/20)

Group / Programme	Timing	Activity	Measure
Thriving Communities – national programme, TH leading Carlisle partnership	April 2021 – March 2022	Tullie on Tour – 2 sessions per month at urban community centre and rural community centre. Using collections to inspire conversation and creative activity. Inside Out – participate in partner wide programme, 2 x sessions in each of the 6-week pilots (3 in total). Aimed at adults experience loneliness and isolation as a result of Covid-19.	5-10 attendees per session 5-10 attendees per session
Meet Me at the Museum	Monthly from November 2021	Collections inspired creative sessions for adults with dementia and their carers. Programme was 'Afternoon at the Museum' but Thriving Communities funding will double number of sessions to 2 per month.	5-10 attendees per session
Accessible Art Group	Monthly from April 2021	Sessions inspired by TH collections were participants will learn new art technique. Aimed at vulnerable adults to support with wellbeing and mental health.	5-10 attendees per session
Tullie Textiles	Monthly from April 2021	Group to continue at capacity, meeting monthly, with activity inspired by collections	Minimum of 20 attendees per session
Artful Ways Project	Q1 & Q2 2021/22	Lead 5 'Artful Ways' community walks, ending in Secret Garden with creative	5 activities with 5-10 attendees per session

		activity. Walks will be added to the Artful Ways digital map, with creative content developed in the sessions to be included in October 2021 exhibition.	
Secret Garden	Weekly volunteering opportunities through Summer	Focus on men experiencing mental health issues and loneliness/isolation following Covid.	5-10 attendees per session
Of / By / For ALL	April 2021- December 2021	Participate in international organisational development programme OBFA – aim is to create a new framework for community engagement increasing depth of connection with under-represented communities. Community of Interest to be identified by end of July.	KPI TBD by the team.
Community Gallery	Ongoing	1 display per quarter – 3-4 projects per year. Identified displays include: Bubble & Me Tullie Textiles Romanians/Dacians project	
Carlisle United Project	Q2 2021	Linked to BHM programming – display in Garden, focusing on celebrating POC connected to the football club	KPI TBD
Uncovering Roman Carlisle Excavation	September 2021	Minimum of 5 ‘open access’ days for community groups	50-10 attendees per session
Paddington Exhibition Project	September 2021 – January 2022	Intergenerational project inspired by the Paddington exhibition – content TBD.	

Schools – Target of 7,341 pupils (50% of 2019/20 – Covid recovery target)

Activity	Content	Timing	Target
In house workshops	<p>Update to school pages of the website</p> <p>Update EYFS Under the Sea Session and Driggsby workshops to include Driggsby Whale Tales puppets/story into</p> <p>WW2 Session update</p> <p>Develop x2 new Geology Workshops with Neil for KS1 & 2</p> <p>Loan boxes – update and repack where needed plus addition of x4 new boxes by Neil Fossils & Rocks based.</p> <p>Audit of education collection with support of Curatorial Team to better use what we have and ensure safe display and storage and creatin of a database.</p>	<p>In line with website update</p> <p>October 2021</p> <p>Autumn '21</p> <p>pilot in Q3, deliver from Q4</p> <p>Autumn 2021</p> <p>Autumn 2021</p>	<p>Pages streamlined/ new imagery with teacher feedback gathered.</p> <p>Session piloted and rated as 'Excellent' by 75% of teachers</p> <p>Session piloted and rated as 'Excellent' by 75% of teachers</p> <p>Session piloted and rated as 'Excellent' by 75% of teachers</p> <p>New boxes to be advertised from autumn onwards – feedback gathered.</p> <p>Audit to have taken place by Autumn with action plan for improvements developed</p>
Special Event Weeks	<p>Paddington – special workshops created for exhibition</p> <p>Egyptian Week delivered</p> <p>Create and delivery Fossils and Footprint SEW with Neil</p>	<p>Develop Q3 deliver Q4</p> <p>Feb 2022</p> <p>March 2019</p>	<p>10 workshops delivered by end of Exhibition</p> <p>12 classes attending and rated as 'Excellent' by 75% teachers</p> <p>6 classes attending and rated as 'Excellent' by 75% of teachers</p>
Whale Tales	<p>Develop Exhibition and install</p> <p>Develop guided visit around the exhibition for EYFS, KS1 & 2 groups.</p>	<p>Q1</p> <p>Q1 & 2</p>	<p>10 sessions delivered and rates excellent by 75% teachers</p>
Outreach	<p>Working with Natural England, deliver 2 x Assembly Weeks, Oct& March</p> <p>Deliver 'Poppy' Remembrance Week</p>	<p>Q3, Q4</p> <p>Q3</p>	<p>Reach 90% capacity during specific weeks with content rated as 'Excellent' by 75%</p>

	Deliver 2 x Chinese New Year Assembly Weeks	Q4	75% capacity with content rated as 'Excellent' by 90%
	Deliver a minimum of 6 history focused virtual assemblies per half term, include 2 new topics (prehistory and history of Carlisle)	Q3 & Q4	100% capacity in Week 1, 50% in Week 2, with content rated as 'Excellent' by 90% teachers
			6 sessions per half term with content rated as 'Excellent' by 75% teachers

Chinese Engagement Programme – Kaleidoscope Creativity, local adults, local Chinese-British families. Minimum of 8 hours teaching per week (Confucius Institute Target)

Event / Programme	Timing	Target Audience & Marketing	KPI / Measure
Chinese Language and Culture Course	Weekly from September 2022– December 2019	Kaleidoscope Creativity and local adults – e-news, social media, leaflet locally	Average 8 attendees per session
YCT & HSK Accredited Mandarin Courses	Weekly (term time)	Chinese-British families – ongoing word of mouth	Average of 5 participants per session, achieving qualification each school year
Virtual School Language Course	Weekly (term time)	Local primary schools	2 course per half term
Virtual Introduction to China Assembly and CNY assembly week	Throughout year and Week of 31 st Jan 2022	Local Primary schools	2 per half term Fully booked week.
Chinese Guide to the museum	Autumn 2021	Chinese Museum visitors – linked to great China Welcome	
Chinese New Year Event	February 2022	Local families	500 attendees

Appendix V: Audience Spectrum Segments

Audience Spectrum Segment Overviews (*Audience Agency*)

Up to date and in-depth information about each segment can found at:

<https://www.theaudienceagency.org/audience-spectrum/profiles>

Metroculturals

Prosperous, liberal urbanites, Metroculturals choose a city lifestyle for the broad cultural opportunity it affords. They are therefore interested in a very wide spectrum of activity, but many tend towards their own preferred artform or style. Although active museum attenders, more engage with the arts and many on a weekly basis. Working in demanding but rewarding professions, they are highly educated and have a wide variety of other interests from food and travel to current affairs and architecture.

Commuterland Culturebuffs

Affluent and settled with many working in higher managerial and professional occupations. Commuterland Culturebuffs are keen consumers of culture, with broad tastes but a leaning towards heritage and more classical offerings. Mature families or retirees, living largely in leafy provincial suburban or greenbelt comfort, they are willing to travel and pay for premium experiences, their habits perhaps influenced by commuting. Motivations are multiple, ranging from social and self-improvement, to the pursuit of learning opportunities for older children. They tend to be frequent attenders and potential donors.

Experience Seekers

An important and significant part of urban arts audiences, these highly active, diverse, social and ambitious singles and couples are younger people engaging with the arts on a regular basis. Students, recent graduates and in the early to mid-stages of their careers, they live close to city centres, have easy access to and attend a wide variety of arts, museums galleries and heritage. Interests cover mainstream, contemporary and culturally diverse offers and attending is at the heart of their social lives. They are mostly in search of new things to do and have disposable income to spend on a variety of leisure activities like sports/arts memberships and frequent visits to cafes, bars and restaurants. Digitally savvy, they will share experiences through social media on their smart phones.

Dormitory Dependables

A significant proportion of audiences are made up of this dependably regular if not frequently engaging group. Most live in suburban or small towns and show a preference for heritage activities, alongside popular and more traditional, mainstream arts. Many are thriving well off mature couples or busy older families; lifestage coupled with more limited access to an extensive cultural offer mean that culture is more an occasional treat or family outing than an integral part of their lifestyle.

Trips & Treats

While this group may not view arts and culture as a passion, they are reasonably active despite being particularly busy with a wide range of leisure interests. Comfortably off and living in the heart of suburbia their children range in ages, and include young people still living at home. With a strong preference for mainstream arts and popular culture like musicals and familiar drama, mixed in with days out to museums and heritage sites, this group are led by their children's interests and strongly influenced by friends and family.

Home & Heritage

Conservative in their tastes, this more mature group appreciates all things traditional: a large proportion are National Trust members, while classical music and amateur dramatics are comparatively popular. While this is not a highly engaged group – partly because they are largely to be found in rural areas and small towns – they do engage with the cultural activity available to them in their locality. They look for activities to match their needs and interests, such as accessible day-time activities or content exploring historical events.

Up Our Street

Living reasonably comfortable and stable lives, Up Our Street engage with popular arts and entertainment and museums and are also visitors of heritage sites. Many are older and have some health issues, living on average or below average household incomes, so access in all its forms can be an issue. Modest in their habits and in their means, value for money and low- risk are important factors in leisure decision making.

Facebook Families

Arts and culture play a very small role in the lives of this younger, cash-strapped group living in suburban and semi-urban areas of high unemployment. They are the least likely to think themselves as arty, while less than a third believe that the arts is important. Nevertheless, they do go out as families: cinema, live music, eating out and pantomime.

Kaleidoscope Creativity

Characterised by low levels of cultural engagement despite living in and around city areas where plenty of opportunities are within easy reach. A great mix of people comprise this segment with a wide range of ages, living circumstances, resources and cultural backgrounds all living cheek-by-jowl. Low incomes and unemployment can present barriers to accessing some cultural provision. Nevertheless, two thirds do engage with more popular and accessible culture annually, some of this in the local community and outside the mainstream. Free, local events like outdoor arts, festivals and carnivals may appeal, and so might popular offerings like musicals and music events.

Heydays

Heydays are the group least likely to attend arts or cultural events, believing that the arts are no longer as important or relevant to them as perhaps they once were. Many live in sheltered or specially adapted accommodation for older people and are excluded from many activities due to a raft of health, access and resource barriers. If they do engage this is likely to be participatory such as

craft and knitting, painting, reading and writing activities organised by their sheltered housing, church group or community library.



Tullie House Activity Plan

(Subject to review and development during the National Lottery Heritage Fund Development Stage)

1. Where we are now

1.1 *Our Organisation*

1.1.1 Tullie House Museum and Art Gallery is the largest Museum in Cumbria, attracting over 200,000 visitors per annum. We are the lead organisation of the Cumbria Museum Consortium, an Arts Council England Band 3 National Portfolio Organisation. The Museum opened in 1893 as a 'Museum, Public Library and School of Art', although parts of the building date back as early as the 17th century.

1.1.2 In 2016 we developed a Manifesto for the museum based on principles of co-creation, community engagement and active participation. The Manifesto was a progressive, forward-thinking vision for what a 21st century museum should be, championed by colleagues at other institutions as sector-leading and a powerful set of values to aspire to. It was inspired by 'The Participatory Museum' by Nina Simon, who used principles of participation and community engagement to transform the Santa Cruz Museum of Art & History from an organisation on the brink of collapse, to one that is both a thriving, dynamic, community hub and a successful multi-million-pound business. Simon subsequently created 'OF BY FOR ALL' an international organisational and community development programme, which we were one of the first English museums to be invited to participate in. This year, in part inspired by the tumultuous events of 2020, from Black Lives Matter to the youth climate strikes, we have re-worked the Manifesto into a new, more engaging format and written in more accessible language. The new Manifesto consists of ten powerful statements under three aspirational headings: Tullie House is the heartbeat of Carlisle's cultural life; Tullie House uses collections, programmes and resources to tell stories and inspire learning, for life; and Tullie House is a catalyst to connect Carlisle and Cumbria to the world. The Manifesto and OF BY FOR ALL form the blueprint for the values we want our engagement programmes and public spaces to embody, and together they have formed the structure for this Activity Plan.

1.1.3 Tullie House cares for an outstanding collection of almost half a million objects, covering fine & decorative art, human history and a recently Designated (2018) natural sciences collection. These collections form the basis for the four permanent galleries that make up the Museum; the award-winning Roman Frontier Gallery, opened in 2011, tells the story of life on Hadrian's Wall and features the innovative 'Living Wall' installation which compares ancient borders with modern frontiers; the Border Galleries, which tell the natural and historic story of Carlisle from the Ice Age to the present day, with specific sections focussing on Prehistory, Vikings, the Border Reivers and the flora and fauna of Carlisle; the Costume Collection at Tullie House, opened in 2021 as Phase 1 of Project Tullie showcasing some of the Museum's highly popular and regionally significant fashion and textiles collection; and Old Tullie House, where a selection of the Museum's fine and decorative art is displayed within the original manor house that gives the Museum its name.

1.1.4 Alongside the Museum's permanent galleries are two temporary exhibition spaces: the Community Gallery and the Art Gallery. The Community Gallery is updated on a quarterly basis and displays the creative outputs of community projects, including an exhibition currently showing that celebrates the creative outputs of the 'Bubble & ME'

project where Museum staff engaged with a group of young Syrian refugees to build confidence and language skills through creative activities. The Art Gallery is the largest temporary exhibition space in the North West and shows three to four major exhibitions annually in an outstanding programme of significant breadth and depth.

1.1.5 Tullie House's award-winning learning programme (Kids in Museums Family Friendly Award 2015, Golden Apple Award for Youth 2015, Sandford Award for Excellence in Heritage Education 2013 & 2018) engages with c. 30,000 people annually. Activity is funded through a combination of the Carlisle City Council management fee, National Portfolio Organisation funding from Arts Council England and project funding from grant bodies, trusts and foundations. Recent funders have included the National Lottery Heritage Fund (Whale Tales – an Our Heritage project), The Postcode Local Trust (the Secret Garden Project) and the Cumbria Community Foundation (health and wellbeing activities).

1.1.6 The Learning Team sits within the strategic responsibility of the Head of Collections & Engagement and works closely with the Museum's Curatorial Team. The current staff team consists of a Learning & Engagement Manager (FT), Community Engagement Producer (Young People & Projects - FT), Community Engagement Producer (Programmes – PT), Schools & Families Supervisor (FT) and a Learning Administrator (PT). In addition to these core posts we are recruiting for an Assistant Young People Producer (PT fixed term funded by the Hope Streets programme) and, as part of our China Engagement Programme, a Chinese Language Instructor seconded from Lancaster University Confucius Institute to deliver Chinese language and cultural activities with schools.

Our Audiences & Activities

1.2.1 Audiences: in 2019/20 Tullie House attracted c. 54,000 ticketed visitors – a high percentage of these were local audiences, with a significant number of repeat visits which emphasises the key role Tullie House plays in the heritage and cultural offer of Carlisle. Detailed visitor profiles are outlined in Section 3 of the Masterplan. In addition to this, the Tullie House Learning Team delivers an award-winning programme of activity with schools, families, young people and vulnerable adults. In 2019/20 we delivered c. 31,000 instances of participation through a bespoke programme of engagement and participatory activity. This Activity Plan focuses on engagement with these crucial local audiences as well as new audiences that may be traditionally non-heritage users.

1.2.2 In 2020 we launched a new initiative: the Tullie House Community Board. The Community Board was set up to shape the future of the museum by listening to, and speaking for, the many different parts of our local community, including those who feel under-represented or marginalised in society. The 12 members of the Board are diverse, passionate and committed to making Tullie House more representative of the communities it serves. The Board's overarching purpose is to help Tullie House deliver on its Manifesto commitment to "mean more to more people". The Community Board will play a critical role in *Project Tullie* and in our Activity Plan are referred to as 'Tullie Connectors': they will help us deliver community consultation and outreach, and be our critical friend and sounding board throughout the Development and Delivery Phases.

1.2.3 Volunteers: we currently have c. 70 active volunteers providing vital support to the staff team. In 2020/21 this resulted in over 700 volunteer hours – a fantastic achievement given the extensive periods when the Museum was closed as part of national lockdowns. Volunteering is focussed on the following areas:

- Gallery Engagers – a new on-gallery volunteering initiative where volunteers help visitors get the most out of their visit and support the staff team to keep spaces and collections safe and secure
- Cumbria Biodiversity Data Centre – volunteers help to record sightings of flora & fauna in the county, and support with events
- The Tullie House Garden – weekly volunteers support the maintenance of the Museum gardens, including the Secret Garden (see Section 1.2.3)
- Curatorial volunteers – who support curators with documenting and cataloguing objects, with particular focus on our archaeology collections
- Learning volunteers – who support the delivery of family and community sessions

Volunteering is a vital area for development across all departments and is a key priority for *Project Tullie*. The value volunteers currently add to our operation cannot be overstated and we know that this can be developed significantly. This can be seen in the impact volunteering has had on one of our longest running programmes: our Lunchtime Lectures have been running for over twenty years, but lack of staff capacity for marketing and programming in recent years led to a decline in attendees. In 2018 we were approached by a volunteer who offered to support us in the coordination and promotion of the programme – this support has directly led to an increase in attendance of 114% compared to the previous year. There are many areas across our organisation where support like this is needed, and Project Tullie will help harness and accelerate the support and enthusiasm of our local audiences to make this happen. We also believe volunteering at Tullie House can support with loneliness and isolation post Covid-19 and are proud to be able to provide opportunities for our local residents to enhance their wellbeing through volunteering.

1.2.4 Learning: the Tullie House Learning Programme is split into four key audiences. Although severely impacted by Covid-19 in 2020/21, we are pleased to be scaling all programmes back up in 2021/22, with participation targets of 50% of 2019/20 engagements.

- a) Vulnerable adults: This programme is targeted at vulnerable or less engaged adults, primarily those who come under one of the ten protected characteristics. Tullie House's priority protected characteristics are Age, Socio-Economic, Disability, Sexuality and Ethnicity. In 2019/20 we saw over 900 'instances of participation', far exceeding our annual target of 600. Key programmes include *Afternoon at the Museum* - a monthly programme for adults living with dementia and their carers with a focus on object handling, sharing stories, visiting exhibitions and the social benefits of taking part in regular activity in a safe space. We have two Dementia Friend Champions and all Tullie House staff are trained as Dementia Friends. We are also members (and regular hosts) of the Carlisle Dementia Action Alliance and through this partnership we collaborate on projects and initiatives.

A key focus of this programme is mental health and wellbeing. We run our own in-house Art Group and Tullie Textiles group that focus on creative arts and wellbeing.

“What a lovely way to spend an afternoon. It was just good to try something new, a bit scary, but in a good way. In fact, I was enjoying myself so much, I carried on painting for another hour or so!” Art Group Participant

Tullie House is also leading on Carlisle’s ‘Thriving Communities’ project. Thriving Communities is a national fund supporting 37 projects across England and is being delivered in a unique partnership between the Arts Council England, Historic England and Natural England, NHS England and NHS Improvement, Sport England, the Money & Pensions Service and NHS Charities Together. Our project is the only one in Cumbria and is being delivered by the newly formed North Cumbria Arts, Health & Wellbeing Partnership (led by Tullie House), who have designed a programme that will help the people of Carlisle to recover from COVID-19 through the power of social prescribing. The partnership is made up of Tullie House, Carlisle City Council, North Cumbria Integrated Care Foundation Trust, Carlisle Healthcare, Prism Arts, Susie Tate Projects and Cumbria Wildlife Trust. We will be extending our reach and influence to deliver a programme of community co-produced arts, health and well-being activities across North Cumbria, working with other partners to increase the uptake of social prescribing to help improve the health and resilience of communities that have been particularly hard hit by Covid-19 and lockdowns. The programme includes upscaling partner activity (at Tullie this includes doubling the number of Afternoon at the Museum sessions for adults with dementia and their carers, and piloting a new programme of outreach at community centres), piloting a series of 6-week wellbeing programmes of accessible activities in green spaces (called Inside Out) and developing resources and events connecting local delivery organisations with the NHS and healthcare providers.

One of our most significant recent projects has been the development of our *Secret Garden*. In 2017 we received funding from the Postcode Local Trust to create a community garden in the grounds of Herbert Atkinson House, an adjoining property leased to the Museum used by staff. The Garden was developed with over 100 members of the community, and since its launch we have delivered a wide range of therapeutic and creative activities in the space. The success of the *Secret Garden* and the quality of the space formed part of the inspiration behind the proposed ‘Garden Gallery’ in Project Tullie, which aims to better connect the building with its beautiful green spaces.

‘Being part of the Secret Garden project has been extremely beneficial to our Sunday Active group. It has been nice to be part of a project from the beginning through to its completion. The group have felt a great sense of inclusion and have taken pride from the changes they have helped to make for the garden.’ (Carlisle Mencap Support Worker)

Groups who were a key part of the development of the *Secret Garden* (and who we continue to run regular sessions with) include Building Better Communities (for adults experiencing barriers to accessing work opportunities due to mental ill health) and Unity, a drug and alcohol rehabilitation service.

Carlisle Mencap are another key partner of our community programme. We have been their heritage partner on two NLHF bids exploring changing attitudes towards people with learning disabilities over the past 50 years, and the history of Mencap. Most recently we have worked with Mencap’s Independence Studio, a film and animation studio for creative adults and young people with physical and learning disabilities to produce their own creative output. We worked with the Studio to

create a short film telling the story of local fairground and showman communities as part of our major Summer 2019 exhibition 'Fantastic Fairground Factory'.

Outreach forms a key element of our work with protected characteristic groups. This includes regular sessions at care homes in Carlisle, focussing on object handling and themed around our collection areas. We also take part in a significant number of city-wide events (Cumbria Pride, Carlisle Unity Festival, Culture Bazaar) and from September we will be delivering the engagement programme for 'Uncovering Roman Carlisle', an 18-month programme of community archaeological investigation, exhibitions, and engagement exploring Carlisle's Roman remains funded by the National Lottery Heritage Fund. The project is being led by a partnership of Carlisle City Council, Carlisle Cricket Club, Tullie House Museum & Art Gallery and Wardell Armstrong.

Through our participation in the OF BY FOR ALL (OBFA) programme, we have been testing new methods of engagement with community partners. OBFA provides toolkits for researching potential new groups, carrying out initial consultation, advice on deepening relationships and the principles behind truly effective co-creation. In 2019 we chose to focus on the Nigerian community in Carlisle via the Elim Community Church, and used OBFA methodology to make connections, get to know the group and work with them to co-create an event as part of Black History Month – together we created a programme of song, music and storytelling celebrating the interests and passions of the group, accompanied by home cooked, traditional Nigerian dishes. We had over 150 people attend, our highest ever participation in a Black History Month event, which demonstrates the power of partnership working. This year our community of interest is people with hidden disabilities, in particular those with visual impairments. Frameworks and techniques developed during our participation in OBFA have been used to structure both the Development and Delivery Phases of the Activity Plan, with further testing planned for the Development Phase into the most effective and engaging co-curation opportunities.

- b) Young People: this programme focuses on young people (14-25) outside of formal learning. Since 2018, the driving force behind our youth engagement activity has been *Hope Streets* of which Tullie House is the Cumbrian partner. *Hope Streets* is a transformational youth engagement and organisational development project managed by Curious Minds and funded by the National Lottery Heritage Fund, as part of the 'Kick the Dust' funding stream. It is supported by Museums Development North West and Youth Focus North and launched in November 2018. Hope Streets provides a platform for 11-25-year olds from diverse backgrounds to work with heritage organisations, artists and experts to interrogate, agitate and re-present their local heritage to produce a huge range of engagement outcomes, including takeover days, exhibitions, events and festivals.

For the first Phase of the project we brought together a group of twenty young people through open recruitment and referrals from key partners including Cumbria Youth Service, Multicultural Carlisle's Youth Loop and Carlisle Young Carers. For their first project, the group helped recruit an emerging artist collective (Frog + Bone) to develop an immersive 'Hope Happening' event in the City Centre telling stories of Carlisle, past and present. In Phase 2, this group became our 'junior group' and we recruited an additional 10 older young people to form our Young Producers group. The Young Producers had originally planned to create and deliver a physical 'Festival of Hope' in Summer 2020. However, the group adapted brilliantly to Covid-19

restrictions and created a fantastic programme of digital activity. This included: 'underrepresent', a series of Q&A's which tackled under-representation and alternative creative careers, a visual arts competition for young Cumbrian creatives that resulted in a paid commission in our 'British Tattoo Art' exhibition, 'Culture of Freedom' a documentary about young people and the different hidden cultures with the city, an immersive, anti-digital public art installation in a pop-up shop in the Lanes Shopping Centre and a project exploring Carlisle's rock, metal and punk history. Our Hope Streets Young Producers will form the backbone of our engagement with young people during the Activity Plan – they will help us ensure our activity is meaningful, relevant and innovative and will include 'takeover' initiatives where we give our young people space, time and budget to plan their own programme of youth focussed events.

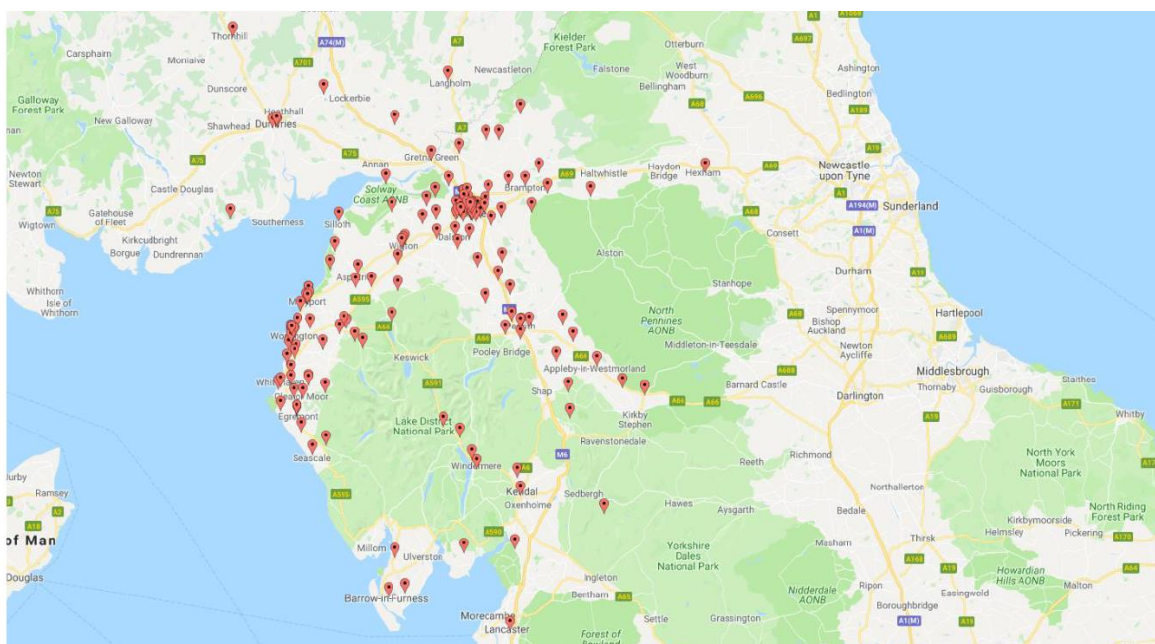
As well as delivering innovative youth engagement, Hope Streets also aims to permanently change how we work with young people, focussing on enabling young people to initiate, lead and guide projects that are meaningful for them, get involved in decision making and governance, evaluate and re-present how we communicate with young audiences. One element to this activity is regular 'Mystery Shopper' visits from Young People. Feedback from our first visit has shown that, in terms of gallery content, there was "not much that appeared to target itself at young adults" – this shows how important it is for us to work with young people on the development of new spaces as part of Project Tullie. Organisational change is at the heart of the current phase of the project – 'Deliver & Embed'. We are currently consulting with young people as to the shape of our re-launched offer and hosted a 6 month 'Alternative Saturday Job' role in our Exhibitions Team. We have also changed our recruitment policies to be able to recruit under 18s as paid casual staff and volunteers and are in the process of recruit two Kickstarter roles and two Apprenticeships.

Focus group work has shown that young people who do not visit Tullie House perceive the museum to be "outdated" with "no relevance" to them. Activity in our Delivery Phase will focus on changing these perceptions: we will use lessons learned during the 'Deliver & Embed' phase of Hope Streets to create bespoke marketing for young people, engage young people through after-school outreach at local secondary schools and develop our partnership with Carlisle Youth Zone to run activities with groups of their older users.

- c) Schools: in 2019/20 the Schools Programme reached almost 15,000 pupils through three strands of activity: in house mediated sessions (40%), self-guided visits (9%) and outreach sessions (51%). c. 40% of activity is with KS2 pupils but engagement with KS1 and EYFS pupils is increasing annually. Figures for 2019/20 as follows:

Type	EYFS	KS1	KS2	KS3/4/5	HE	Total
In house mediated	223	1329	4223	67	0	5842
Self-guided	59	198	534	460	60	1311
Outreach	507	2828	4194	32	0	7561
Total	789	4355	8951	559	60	14,714

The vast majority of this activity was with primary school pupils (c. 96%) with Carlisle, West Cumbria and South Scotland key areas of engagement. The below map illustrates the extent of Tullie House engagement with primary schools across the county¹⁶:



In-house workshops focus on the Museum's human history collections, with workshops covering the majority of key historical topics in the National Curriculum. This includes Prehistory, Egyptians, Romans, Vikings, Anglo-Saxons, Tudors, Victorians and the First & Second World Wars as well as locally specific topics such as the Border Reivers. We also offer a small number of sessions related to other collection areas, including natural sciences (Habitats & Minibeasts) and fine art (I See, I Think, I Wonder), areas that we would like to develop as part of the review in our Activity Plan. All of our sessions are created using principles of enquiry-based learning, and have object handling at their core. Much of the outreach programme is developed and delivered in collaboration with partner organisations including Natural England (twice yearly assemblies on habitats) and the Lancaster University Confucius institute (CI). CI currently second two Chinese teachers who deliver a wide range of engagement activity, including Chinese Language and Culture assemblies and workshops in schools across the county. Feedback for the Tullie House schools programme is overwhelmingly positive, with 98% of sessions rated as 'Excellent' or 'Good'. Recent comments from teachers include:

'This visit has been the icing on the cake for our topic on Vikings. Definitely a memorable and excellent experience for our pupils.' (Teacher Newlaithes Juniors – Viking Week)

'Children were fully engaged from start to finish. All activities were age appropriate and reinforced lessons taught in class.' (Teacher Gretna Primary – Egyptians Workshop)

The Schools Programme also includes bespoke sessions related to the temporary exhibition programme. From 2018/19 – 2020/21, a key area of programme delivery has been 'Whale Tales' a major NLHF funded engagement programme delivered in

¹⁶ Social Impact of Tullie House Report, DC Research, October 2018, p. 12

partnership with inclusive arts charity Prism Arts and inspired by Driggsby, a 12m long juvenile fin whale washed up in West Cumbria in 2014 and subsequently acquired by Tullie House. Over 150 EYFS pupils from six schools across West Cumbria are participating in the project, outcomes of which include an illustrated book about Driggsby created by the pupils, a co-curated exhibition telling Driggsby's story with an accompanying major engagement programme and teacher CPD sessions. Our schools programme is currently operating close to or at maximum capacity from September – March. This is largely due to inadequate space for learning activity, which is a major issue we are seeking to address as part of Project Tullie. In addition, although our programme has strong collection links, the majority of sessions do not take in our gallery spaces. Within the Development Phase of Project Tullie, we will undertake a root and branch review of our schools programme, recruit a Teacher Advisory Panel and carry out extensive consultation with users and non-users to inform the development of a new learning spaces and an on-gallery collections focussed schools programme. Working with partners on Carlisle's Local Cultural Education Partnership (founded and co-chaired by our Head of Collections & Engagement), we will also create a 'Carlisle Curriculum' (see Section 2.3).

- d) Families: This programme is a key driver behind our success with this audience who make up a significant proportion of our visitors. Where possible the family programme is linked to themes within the temporary exhibition programme or the Tullie House collections. At certain times of the year (Easter, Christmas, Halloween) we focus on seasonal themes popular with general audiences. In 2019/20 c. 8,000 people took part in the programme, which can be split into six key areas:

Drop-ins: We run 40 – 60 drop ins per year throughout holidays and term time. February Half Term and October Half Term are the busiest weeks in the year for the Museum, both for participation and visitor numbers. Drop-ins generally involve a simple 'make and take' craft activity and object handling. They are aimed primarily at 7 – 10 year olds but activities are simple enough that younger children can access them easily. Children are supervised by parents / guardians who are invited to take part in the activity alongside the children. In addition to general drop-ins, we run 'Relaxed Craft' sessions aimed at children with additional needs and the families who find out busy drop-ins overwhelming. During 2020/21 we adapted these sessions to make them Covid-19 safe, introducing pre-booking and creating a 'family bubble' system in our spaces.

Tullie Toddlers: a programme of drop-in sessions aimed exclusively at non-school age children, primarily 2 – 3-year olds although over the past two years we have seen an increase in babes in arms. Sessions are linked to our collections, with topics related to nature and wildlife the most popular. Following a pause during 2020/21 because of Covid-19, our Toddler programme has re-launched as a pre-booked session and is currently fully booked every week.

Special Events: we run a number of special or major events aimed at families during the year. This always includes a Christmas Fun Weekend and a 'family festival' linked to our Summer exhibition. Attendance ranges between 150 – 350 participants at each event.

Outreach: this comes in a number of different forms. It includes 'mass' outreach events either run by partner organisations or put on by Tullie for special occasions or

exhibitions. Key outreach events include Chinese New Year (c. 2,500 participants) and monthly sessions at the Sure Start centre in West Morton.

Tullie Time Travellers: This is a monthly club for children aged 7 – 14 years old and is themed around the Museum and its collections. It has been running for over ten years and operates at maximum capacity.

YCT: our Chinese Language Instructors run weekly Chinese language classes where children work towards reaching their YCT qualification in Basic, Intermediate or Advanced Mandarin. Children learn alongside their parents, and the core group of 16 meets every week during term time. It is primarily families with a Chinese parent that take part.

Our Families programme is well attended and well loved – evidence from focus groups carried out during our masterplanning phase suggested the wide range of activities and the “social” aspects of the programme were particularly valued. However, participation in activities could be much deeper in terms of direct engagement with collections. We also know we can build on our engagement with families from lower socio-economic areas. Audience Agency data shows that our family visitors largely come under the ‘Trips and Treats’ and ‘Dormitory Dependables’ segments. However, ‘Facebook Families’ present a very significant development opportunity for us – in 2019/20 this traditionally ‘low engagement’ segment made up just 9% of our visitors, but this could be as high as 16% based on the Cumbrian population. According to focus group work conducted in our masterplanning process, one of the perceptions non-attending local visitors have is that the Museum is static and unchanging. Delivering outreach sessions will help raise awareness of new developments as part of Project Tullie and help non-attending families get to know staff and volunteers and the kind of activities we offer.

1.2.3 Gallery Development: Over the past two months we have delivered a number of small scale ‘refreshes’ to our permanent galleries, with the twin aims of improving visitor experience and developing deeper relationships with community partners through co-curation. Projects have included:

Cultures Collides – a new display on the ground floor of Old Tullie House, developed in partnership with Prism Arts Studio Arts Group (aspiring artists facing barriers to accessing creative opportunities due to physical disabilities). A number of our pre-Raphaelite paintings are currently on loan to a major international touring exhibition in Japan, which gave us the opportunity to re-display this beautiful space. Artists from the Studio Arts Group worked with curators at the museum to create a stunning display inspired by the rarely seen Japanese collections. The group compared and contrasted landscapes, industry and home life as depicted in paintings, costume and social history objects. Prism Arts have been a long-standing collaborator of ours and will play a key role in the Development and Delivery Phases of Project Tullie.

Origins – a re-display of our Prehistory area, with more collections on display and more of a focus on the richness of material culture in this period, as opposed to a broad, chronological narrative. We worked with a local occupational therapist to

develop tactile elements of the gallery to support visitors with visual impairments, as well as making the space wheelchair accessible.

Formations – we worked with our long-standing partner, the Building Better Communities organisation, to co-curate a new geology display in the Border Galleries. The organisation supports adults unable to take up employment opportunities due to physical or mental ill health, and they played a key role in the development of our Secret Garden. We wanted to harness the group's passion for the environment to develop this new display, which tells Cumbria's amazing geological story.

Wildlife Dome – this much-loved display was in serious need of an update after thirty years. Our Biodiversity Curator worked with our Families team to install a 'work in progress' display this summer, testing and exploring approaches to engage families with our natural science collection including through a 'Nocturnal' area, spotting zone and bird hide, and voting stations. Findings from this initiative will be used to inform planning for our natural science galleries during the Development and Delivery phases.

This strand of activity has provided excellent groundwork for the Development and Delivery Phases of Project Tullie – we will use learning from these projects to work with a community partner on a quarterly basis to create co-curated temporary displays testing collections and stories.

2. Strategic Decisions About Engaging People

2.1 Our Project

Project Tullie is a bold and ambitious programme of long-term capital and organisational development that aims to bring Tullie House back into the heart of its community and celebrate its internationally significant collections. It will drive a major step change in turning our Manifesto (see 1.1.2) from being an aspirational set of values to a lived reality, making the Museum truly ‘mean more to more people’.

Underpinning the Manifesto and Project Tullie are our two Business Plan priorities: community engagement and financial sustainability. We see greater engagement as the route to income generation – more visitors will result in greater admissions income and secondary spend – and at its core Project Tullie and this Activity Plan have one overarching goal: more people experiencing the benefits of our buildings, collections and activity.

2.2 Our Audiences

This Activity Plan will focus on engagement with five key community and audience groups:

1. Local Adult Residents – 49% of our visitors are local, i.e. within a 30-minute drive time¹⁷. This is a significantly higher proportion of local visitors than most museums in Cumbria and shows how well-loved a resource the Museum is for some local residents. However, with a population of 100,000+ and a low-cost annual ticket offer (£10), we should be engaging with far more local residents than we currently do. Focus group activity suggests a perception amongst non-users that Tullie House is ‘static’ and that ‘nothing has changed in my whole life of living here’¹⁸. The major gallery developments planned within Project Tullie are the ideal opportunity to re-engage with locals, with the end of fixed displays that have remained unchanged for decades. Outreach in the Development and Delivery Phases will target local residents: our focus will be on having a Tullie House presence at local events in the City Centre and in surrounding districts (including Farmers’ Markets and festivals), delivering sessions at community centres, loaning objects, recruiting local volunteers and encouraging existing audiences to spread the word that Tullie House and its collection is relevant and inspiring. Visitor surveys show that ‘word of mouth’ is the most common mode of communication for making people aware of Tullie House¹⁹; we want our local residents and student population to become advocates and promoters for their Museum.
2. Vulnerable Adults – as outlined in Section 1, Tullie House has a strong track record in engaging with local adults who fall into one of the ten protected characteristics. Our focus for activity in the Development and Delivery Phases will be on adults with disabilities and health issues (including mental ill health), older adults and socio-economically disadvantaged adults, building on current social prescribing and wellbeing activity.
3. Young People – as outlined in Section 1, our existing programme of youth engagement connects with a wide range of young people outside formal learning through the Hope Streets programme. Our focus during this Activity Plan will deepen that engagement by ensuring young people’s voices are heard across all aspects of our programme and organisation.
4. Families – family audiences make up 40-50% of our overall visitors, depending on the temporary exhibition programme. As a previous winner of the national Kids in Museums

¹⁷ Audience Agency 2019-20 Visitor Survey Report p. 36

¹⁸ Audience Agency, Qualitative Audience Research with Attenders and Non-Attenders February 2019, p.

6

¹⁹ 43% according to Audience Agency 2018-19 Visitor Survey Report, p. 19

Family Friendly Award (2015) we have a strong track record with this audience group, and we want to build on this expertise by co-designing family spaces to significantly enhance our offer. We also want to increase the proportion of lower income 'Facebook Families' visiting the Museum - 16% of Cumbrian families fall into this segmentation and we want to increase our percentage from a baseline of 9% in 2018/19.

5. Schools – Tullie House has the largest schools programme in Cumbria, and has a strong market penetration in Carlisle, West Cumbria and South Scotland. We want to increase our numbers by 33% by 2026, as well as providing more on-gallery teaching experiences for pupils

2.3 Our Activities

Active participation is at the heart of Project Tullie, and we have devised the following framework to ensure a wider range of people will be involved and to support the development and delivery of the project and guide our future work. It is based on the principles of our Manifesto, the consultation work carried out with Mike Sarna and OF/BY/FOR ALL, a movement and non-profit organisation which aims to help civic and cultural institutions around the world become of, by, and for their diverse communities. The critical Project Outcome 'a wider range of people will be involved in heritage' underpins each strand and every activity we will deliver. Where activities fulfil other NLHF Project Outcomes, this will be noted below and in the Action Plan Table. Our Community Board will sit above all strands of activity, helping us plan, deliver and evaluate engagement to ensure it is meaningful and relevant for the communities we serve.

Strand 1: Connected Communities - We will engage communities to create understanding of people and places.

This strand of activity will focus on connecting communities to the Museum and their heritage. In the Development Phase we will invite new and existing community groups to use Museum spaces for their own activity – this will help test demand for the use of Tullie House as a 'third space' for communities to run their own activities. The 'Tullie Tasters' programme will also be a vehicle for carrying out access audits for a range of different users. The Development Phase will also see us plan and test models of community outreach ahead of a major increase in the Delivery Phase. 'Tullie on Tour' will deliver hands-on object handling experiences in local community hubs, including pubs, community centres, parks and green spaces. This activity will also help us collect and record object stories and local histories for future use. Community engagement during Development & Delivery Phases will also focus on health and wellbeing activities through our 'Creative People' strand – building on learning from the current 'Thriving Communities' programme, we will deliver collections inspired creative wellbeing activities specifically aimed at vulnerable, isolated or less engaged groups. In the Delivery Phase we will significantly upscale outreach activity through initiatives such as 'Tullie Pop-Up' where we will develop uncommon partnerships through displaying Museum objects in unusual and unexpected places, engaging a wider range of people with heritage. In 'Tullie Takeover' we will High Streets spaces to create mini-Museums that will engage people with collections and provide an ongoing connection with our communities during the closed period. Activity will be delivered by staff and volunteers, working together on planning and development and supported by our Community Board. As well as a 'wider range of people involved in heritage', this activity supports the NLHF Project Outcomes of:

- People will have developed skills
- People will have learned about heritage, leading to change in ideas and actions

- Local area will be a better place to live, work and visit
- People will have greater wellbeing
- The funded organisation will be more resilient

Strand 2: Creative People (Active Citizens): *We will nurture and deepen relationships with the communities we work with through actively listening and involving people in shaping and taking part in our work.*

This strand will focus on developing meaningful, long-term engagement with our key audience groups of schools, young people, families and vulnerable adults and community groups. All activity will be supported by volunteers: in the Development Phase we will work with a consultant to create a cohesive, strategic 'Team Tullie' volunteering programme that meets the needs of our audiences and activities, and offers progression, training and skills development for participants. Our aim is to double our number of active volunteers by 2026.

Schools: Learning from other examples of outstanding place based curriculums (including Hull), we will work with LCEP colleagues and our Teacher Advisory group to co-design a framework that celebrates and interrogates Carlisle's heritage. Content will be developed for all key stages (including Secondary School) and delivered in range of formats including outreach and digital. Activity will be tested as outreach in the first two years of the Delivery Phase, with a full launch in Year 3. Developing the Carlisle Curriculum will enable us to carry out a 'root and branch' review of all our schools provision, with a key focus of developing more on-gallery teaching experiences for pupils. By 2026, we aim to have increased our numbers by 33%, with a particular focus on increasing self-guided visits and mediated workshops.

Young People: working in partnership with our Hope Streets Young Producers, we will give young people the space, time and budget to trial youth focussed programming activities, paid commissioning opportunities and work placements to help develop skills, enhance wellbeing and support young people to connect and interpret their heritage. Through our three core groups ('junior group', Young Producers and Research Group) we will engage with 40-45 young people every month, and work with them to develop a monthly programme of events that will increase engagement with young people by 25% whilst also increasing depth and longevity.

Families: During the Development Phase we will carry out consultation with regular users and non-users, reviewing the existing programme and trialling ideas for new, collections inspired activities, including a planned annual 'Family Festival' on re-opening. We will also focus our consultation on on gallery family experiences – we will work with families to identify potential collections themes and what their requirements from highly interactive, child-focussed spaces would be. In addition, we will continue to make sure adults with families are represented on our Community Board to ensure family voices are heard at all levels of the project. We will also deliver outreach activities, which target lower income Facebook Families – this will include doing regular 'Takeover' weekends at empty units in our local shopping centre, The Lanes, and increasing our outreach at Sure Start centres in the city.

Vulnerable Adults & Communities: outreach activity will be an expansion of social-prescribing and wellbeing activities developed through the 'Thriving Communities' programme, and by working with partners including Cumbria Wildlife Trust, North Cumbria Integrated Care Community and Prism Arts. We will evaluate and overhaul our existing in-

house communities programme to better reflect the new spaces and galleries we will be creating in Project Tullie, co-designing it with our users and Community Board to ensure it meets the needs of our users and has long-term sustainability embedded from the outset. Co-curation will be a core element of this strand. A timetable and strategy will be created in the Development Phase to ensure all of the proposed galleries have an element of co-curation – from light touch consultation to long term development.

As well as a ‘wider range of people involved in heritage’, this activity supports the NLHF Project Outcomes of:

- People will have developed skills
- Heritage will be better explained
- People will have learned about heritage, leading to change in ideas and actions
- Local area will be a better place to live, work and visit
- People will have greater wellbeing
- The funded organisation will be more resilient

Strand 3: A Thriving Ecosystem - We are part of a dynamic and interconnected system, and we want to ensure our long-term sustainability and that of the wider heritage/cultural sector in the city and beyond.

The focus of this strand is on participation, collaboration and developing Tullie House’s leadership role in the cultural and historic quarter of Carlisle. Activity will be rich and multi-faceted, digital and ‘real world’, and celebrating the talent of local artists and makers.

We recognise that digital engagement and interpretation is a real development area for the Museum – our focus will be on innovative content using existing platforms and technologies that work for our audiences. In the Development Phase we will work with an external agency to develop a Digital Strategy for the Delivery Phase of the Activity Plan, covering the use of digital in outreach and engagement as well as in co-curation projects and gallery development.

We will deliver a programme of ‘Creative Collaborations’, based on consultation and planning with partners at the Cumbria Arts & Culture Network during the Development Phase. This will result in an annual local artist commissioning programme throughout the Delivery Phase, using the city’s heritage and the Museum’s collections as inspiration. The programme will support the local creative and cultural eco-system whilst providing our visitors and audiences with dynamic, thought-provoking on-gallery experiences rooted in heritage and collections. Championing and supporting the work of neuro-diverse artists and artists experience barriers to development will be a key part of this process: in the Development Phase we will work with our partners Prism Arts to create a strategy for engaging with their group of neuro-diverse artists throughout the Delivery Phase, creating opportunities for artists to work closely with curators on object selection and creative responses. Finally, we will engage with artist(s) on a ‘Creative Relaunch’ commission in the build up to re-opening that will generate local interest in the development through innovative and creative collections inspired art.

Other activity in this strand focusses on building a thriving events and festival programme with partners, focussed on Carlisle’s heritage and culture. Together with partners in the Carlisle Culture Consortium (Tullie House is a founding lead member) and our Community Board, we will co-deliver a (ideally annual) ‘Cultural Quarter Festival’ that celebrates Carlisle’s creativity and provides opportunities for local audiences to engage with their heritage in unusual locations, times and formats. In addition to this we will develop and

pilot a new 'Creative Cultural Events Programme' in the Museum: running all year round the programme will use our buildings, collections and programmes to create an events programme that supports the night time economy of the city, bringing new audiences to the museum and heritage. Finally, we will build on our success delivering the city's annual Chinese New Year Festival by re-inventing it following the closure period as a 'Lunar New Year' event that celebrates the diversity of Carlisle and the Museum's collections. As well as a 'wider range of people involved in heritage', this activity supports the NLHF Project Outcomes of:

- People will have developed skills
- Heritage will be better explained
- People will have learned about heritage, leading to change in ideas and actions
- Local area will be a better place to live, work and visit
- People will have greater wellbeing
- The funded organisation will be more resilient

2.4 Our Staff

The biggest challenge facing the existing Tullie House learning team is in capacity. For this reason, we will invest in two new posts. The Community Curator will bridge the learning and curatorial teams and support the delivery of collections inspired outreach and engagement activity. The post will work closely with the Project Tullie Lead Curator and will also develop and deliver on the Museum's Contemporary Collecting Strategy, ensuring that the collection is truly representative of the diversity of Carlisle today. The post will lead on the testing and embedding of OF BY FOR ALL frameworks within our co-curation activity and measuring the Activity Plan's success by coordinating evaluation of collections focussed engagement activity.

In addition to this, we plan to recruit an additional Volunteer Coordinator and Learning Producer in the Delivery Phase. Both these posts will add significant capacity to the team, helping deliver on the significant expansion of the volunteering programme and the ambitious but achievable targets for increasing learning activity across all areas.

2.5 Longer term benefits

Project Tullie will transform our Manifesto from a guiding vision to aspire to, to a set of principles in which all of our activity is based: the long-term benefits of this seismic shift will be felt by staff, volunteers and, most importantly, our visitors and participants. Extra capacity during the Development and Delivery Phases will support existing staff as new programmes are developed and on-going initiatives are enhanced, strategic evaluation frameworks are adopted and new skills developed. These fixed term posts will ensure change is a gradual, supported process so that at the end of the Delivery Phase staff feel comfortable to sustain programming and therefore benefits for participants are maintained. Volunteers will also undergo this gradual process of supported change, and their involvement in the delivery of activity will help it to be sustainable in years to come. Tullie House is well-connected across the heritage sector, and is part of the National Museum Directors Council and the English Civic Museums Network. The Cumbria Museum Consortium (of which we are the lead organisation) chairs the Cumbria Museum Directors Group and co-manages Museum Development North West so we are extremely well placed to share learning with other museums in the region. Particular focus for this sharing will be running a major capital development project using co-curation principles, and developing

and sustaining meaningful, wellbeing-enhancing activity for young people, families and vulnerable adults.

3. Action Planning

Our Manifesto and the OF BY FOR ALL programme have formed the framework for activity within the Development and Delivery Phases. The Action Plan Table that follows is split into the three strands outlined above.

Activity Plan

Activity: outline description	Target audience for activity	Outcome – what change will there be?	Resources	Costs in project budget (Total £xx and detail of each item £xx)	Timetable	Targets & measures of success (we will ask you to evidence your achievement against these targets in your evaluation report)	Method(s) of evaluation
TULLIE CONNECTORS: Community Board will help us plan and deliver all three strands of the Activity Plan, as well as inputting into capital development progress; interpretation strategies; brand development; co-designing exhibitions strategy; collections development.	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place to live, work & visit	Staff time; expenses budget	£500 p/a	Dev & Del	12 Community Board members engaged annually	Participant Surveys; record of ideas / changes fed into the project; annual evaluation with Community Board
Development Phase Jan 2022 - March 2023							
Connected Communities							
TULLIE TASTERS - reaching in by inviting new and existing groups to use museum spaces for their own activity. This will test demand for Tullie as a 'third space' for groups to use independently. Taster programme will also be a vehicle carrying out access audits for a range of different users.	Local residents, existing and potential new users	wider range of people will be involved in heritage; local area will be a better place to live, work & visit; funded organisation will be more resilient	Staff time; digital and print marketing	£500	April - October 2022	Target of 12 groups using spaces October - April	Participant surveys
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; digital and print marketing	£1,000	Plan in 22/23 Q1, deliver from Q2	Del Phase - 18 visits average 15 people per visit = 270	Numbers target; post activity participant survey
Creative People (Active Citizens)							
VOLUNTEERS: work with a consultant to create a cohesive, strategic 'Team Tullie' volunteering programme that meets the needs of our audiences and activities, and offers progression, training and development for participants.	Local residents (inc. communities with protected characteristics, particular focus on Age, Disability, Socio-Economic, Ethnicity and Sexuality	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff time; external consultant	£3,000	Dev	Retain 50 active volunteers after Autumn 2022 closure	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: working in partnership through LCEP and via recruitment of a Teacher Advisory Group, research and develop a Carlisle Curriculum linked to collections, crowdsourcing stories and resources, create supporting digital resources offer.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff time; teacher backfill; external consultant	£1,500 (£500 teacher backfill, £1,000 consultancy)	Dev	8 teachers engaged in consultation; 10,000 pupils engaged in in house/outreach activities over 15 months	Survey teacher participation; pupils evaluation
YOUNG PEOPLE (11-25 year olds): embed Hope Streets learning via YP takeover of events programme April - October 2022 and the development of a Work Placement Programme in consultation with key partners including Cumbria Careers Hub, Cumbria Youth Service, Carlisle Key (charity supporting homeless young people), Carlisle Young Carers and Inspira.	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; partner consultation; resource for events & activities; Hope Streets budget	£3,000 (£2,000 consultation and development, £1,000 for activities - this budget will be supplemented by final year of Hope Streets budget)	Dev	30 young people engaged; 450 instances of participation (1 per month for 15 months)	Numbers target; interviews/surveys; development of bespoke evaluation programme ahead of Delivery Phase
FAMILIES: consultation programme plus Sumer 2022 Tullie Farwell party, use as opportunity to promote outreach programme starting in October 2022.	Local families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; consultation expenses; Arts Council activity budget	£500 (expenses towards consultation - ACE budget to cover event)	Dev	5000 attendees	Numbers target; interviews/surveys; development of bespoke evaluation programme ahead of Delivery Phase
COMMUNITY GROUPS: wellbeing (social prescribing) outreach activities linked to the collections Partners: Thriving Communities Partnership, Dementia Action Alliance, Carlisle Mencap, Multicultural Cumbria	Local residents, underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage	£3,000	Dev	360 individuals / 810 instances of participation	Numbers target; participant surveys; development of bespoke evaluation programme ahead of Delivery Phase

CO-CURATION: R&D for programme of co-creation using Of/By/For All community engagement frameworks, planning which galleries and community groups will be focussed on each year of the Delivery Phase	Local residents (inc. families), underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; R&D materials	£1,000	Dev	No delivery, just consultation	N/A
A Thriving Ecosystem							
CREATIVE COLLABORATIONS: Consultation with local artists on Delivery Phase commissioning activity, supported by Cumbria Arts & Culture Network	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance artist fees for consultation	£2,000	Dev	Focus group of 10 artists plus survey of CACN members c. 50	Numbers target
DIGITAL PLANNING: engage Digital Strategy Consultant to plan digital activity in Delivery Phase as a 'golden thread' running through outreach and gallery development. Focus on innovation in content, not technology. To include staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; external consultant	£5,000	Dev	No numbers target - strategy developed	N/A
PRISM ARTS PARTNERSHIP: Staff backfill to plan Delivery Phase activity. Focus will be on developing opportunities for progression of neuro-diverse artists.	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Dev	Consultation - engage with 10 staff and artists	N/A
Delivery Phase Y1 2023/24							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£2,000	Del Y1 - Y5	24 visits, average 15 attendees = 360	Numbers target; participant surveys
TULLIE TEASERS - in the Museum: small-scale community activities and conversations, behind the scenes tours (inc. virtual) during build and relaunch - supported by digital, brand and marketing activities. Volunteer co-designed & delivered.	Local residents (inc. families)	wider range of people involved in heritage; people will have developed skills	Staff time; volunteer time; marketing costs	£500	Del Y1	120 people (12 events x 10 people)	Numbers target; participant surveys
TULLIE POP-UP - on the High Street: developing 'uncommon partnerships' by taking museum objects out onto the high street and loaning to local shops and businesses across the city. Support ongoing awareness during closure period.	Local residents, businesses, tourists	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; cases for collections; interpretation costs	£5,000	Del Y1 & Y2	1200 (12 loans, average 100 people engaging with each loan)	Numbers target; on site evaluation (post it notes etc)
TULLIE TAKEOVER - on the High Street: taking over vacant units / spaces to create mini-museums, supporting ongoing offer during the closure period	Local residents, businesses, tourists	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; rent & rates; fit out costs; interpretation; marketing	£30,000	Del Y1	6,400 people engaged (1 takeover per month for 8 months, 800 people)	Numbers target; on site evaluation (post it notes etc)
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie initiative planned in Development Phase to be launched. Volunteer activity will include outreach, collections care, delivery of Tullie Teasers and the planning of future volunteer activity	Local residents (inc. communities with protected characteristics, particular focus on Age, Disability, Socio-Economic, Ethnicity and Sexuality	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff time; volunteer time; expenses; equipment and materials; recruitment costs	£4,500 (£2.5k to create training resources, £1k curatorial equipment, £1k recruitment).	Del Y1-Y5	Additional 20 volunteers recruited; 70 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: pilot and test the Carlisle Curriculum with the LCEP and Teacher Advisory Group via outreach activities	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff time; teacher backfill; graphic design for the programme; equipment and materials; mileage	£5,000	Del Y1	2,400 pupils (average of 1 digital and 1 physical outreach per week during term time)	Teacher & pupil surveys
YOUNG PEOPLE (11-25 year olds): co-creation activities focussing on human history galleries; establish on site 'home' for YP activity during closed period; work placements	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£3,000	Del Y1	45 young people; 540 instances of participation (one per month)	Numbers target; YP evaluation programme

FAMILIES: Outreach at Community Centre and Church based toddler groups, Sure Start centres, Autism Family Support network. Consult on families programme planning for-reopening.	Local families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity budgets; mileage	£1,500	Del Y1-Y2	120 attendees (1 activity per month for 12 months)	Numbers target; participant surveys
COMMUNITY GROUPS: wellbeing (social prescribing) outreach activities linked to the collections Partners: Thriving Communities Partnership, Dementia Action Alliance, Carlisle Mencap, Multicultural Cumbria. Co-design communities offer, focussing on use of spaces.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage	£5,000	Del Y1-Y5	213 individuals / 480 attendances (one session per week for 12 months, average 10 attendees)	Numbers target; participant evaluation
CO-CURATION: Year 1 Co-curation programme, focussing on People, History & Carlisle Inspires galleries	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£10,000	Del Y1 & Y2	4 groups, average of 10 per group = 40 participants	Participant evaluation - bespoke programme created in development phase
GREENER TULLIE: Environmental awareness training for staff and volunteers	Staff & volunteers	people will have developed skills; people will have learnt about heritage leading to change in ideas and actions	Staff time; consultant / trainer delivery; volunteer time	£4,000	Del Y1	70 staff and volunteers trained	Participant evaluation
A Thriving Ecosystem							
CREATIVE COLLABORATIONS: Y1 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey
DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	No numbers target - digital activity will be woven through 'Creative People' events and activities	Participant evaluation
CREATIVE LAUNCH: Commission for relaunch campaign to build interest amongst local residents	Local residents	wider range of people involved in heritage	Staff time; artist costs	£15,000	Del Y1 & Y2	TBC - target confirmed following commission	TBC
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
Delivery Phase Y2 2024/5							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£1,500	Del Y1 - Y5	12 visits average 15 attendees per session = 180	Numbers target; participant surveys
TULLIE POP-UP - on the High Street: developing 'uncommon partnerships' by taking museum objects out onto the high street and loaning to local shops and businesses across the city. Support ongoing awareness during closure period.	Local residents, businesses, tourists	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; interpretation costs; budget less as infrastructure in place	£2,500	Del Y1 & Y2	6 loans, average 100 people engaging with each loan per month = 600 people	Numbers target; on site evaluation (post it notes etc)
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie programme, ongoing delivery to include gallery engagement, outreach, collections care, delivery of Tullie Teasers and the planning of future volunteer activity	Existing audiences, young people, unemployed	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff costs; volunteer expenses (higher as partially open); curatorial equipment; recruitment costs	£4,500 (£3k expenses. Collections Volunteers Equipment - £1k. £500 recruitment.)	Del Y1-Y5	Additional 20 volunteers recruited; 90 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: in gallery testing of the Carlisle Curriculum with the LCEP and Teacher Advisory Group. Co-design of new Tullie House schools offer with teacher advisory group and pupils. R&D on Secondary Schools. Existing schools programme delivery & outreach.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff costs; teacher backfills; design of materials; development of digital initiatives	£4,000	Del Y2	10,000 (based on use of one classroom plus outreach)	Teacher & pupil surveys

YOUNG PEOPLE (11-25 year olds): co-creation activities focussing on the New Insights Gallery, to include paid commission opportunities; co-design core offer for YP on re-opening, to include pilots of activities and events; work placements	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£2,500	Del Y2	45 young people in core groups (540 instances of participation); 6 events, 10 YP per event = 60 YPs. Total = 105	Numbers target; YP evaluation programme; event surveys
FAMILIES: Outreach ongoing, pilot new formats for family engagement activities in new galleries. Consult on programme for 2025/26 reopening year. Co-design elements of interactive Natural Science gallery installations. R&D on initiative to encourage repeat visits.	Families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£1,500	Del Y2	5,400 attendees	Numbers target; participant surveys; postcode analysis
COMMUNITY GROUPS: wellbeing (social prescribing) outreach activities linked to the collections Partners: Thriving Communities Partnership, Dementia Action Alliance, Carlisle Mencap, Multicultural Cumbria. Co-design re-launch communities offer, focussing on use of spaces.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage; consultancy	£7,000 (£5k activity, £2k consultation)	Del Y2	800 people /1800 instances of participation (double 2019/20)	Numbers target; participant evaluation
CO-CURATION: Y2 Co-curation Programme, focussing on New Insights gallery	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£10,000	Del Y2	4 groups, average of 10 per group = 40 participants	Participant evaluation - bespoke programme created in development phase
A Thriving Ecosystem							
DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	No numbers target - digital activity will be woven through 'Creative People' events and activities	Participant evaluation
CREATIVE COLLABORATIONS: Y2 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey
CREATIVE CULTURAL PROGRAMME: aimed at adults, evening events, theatre, art, performance. Year of pilot activities	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance costs; marketing costs	£5,000	Del Y2	360 adults (average 2 events per month, 15 attendees)	Numbers target; participant evaluation
CREATIVE LAUNCH: Creative Commission for relaunch campaign to build interest amongst local residents	Local residents	wider range of people involved in heritage	Staff time; artist costs	£15,000	Del Y1 & Y2	TBC - target confirmed following commission	TBC
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
Delivery Phase Y3 2025/26							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£500	Del Y1- Y5	6 visits, average 15 attendees = 90	Numbers target; participant surveys
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie programme, ongoing delivery to include gallery engagement, outreach, collections care, delivery of Tullie Teasers and the planning of future volunteer activity	Existing audiences, young people, unemployed	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff costs; volunteer expenses (higher as partially open); curatorial equipment; recruitment costs	£4,500 (£3k expenses. Collections Volunteers Equipment - £1k. £500 recruitment.)	Del Y1- Y5	Additional 20 volunteers recruited; 110 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: full launch of the Carlisle Curriculum programme and the new Tullie House schools offer.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff costs; equipment and materials; marketing costs; re-brand costs	£5,000	Del Y3	17,700 pupils (8,000 mediated, 2,200 SG, 7,500 outreach) (increase of c. 3,000 on 2019/20)	Teacher & pupil surveys
YOUNG PEOPLE (11-25 year olds): deliver and evaluate core YP programme.	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£2,500	Del Y3	45 young people in core groups (540 instances of participation); 12 events, 10 YP per event = 120 YPs. Total = 165	Numbers target; YP evaluation programme; event surveys
FAMILIES: re-launch Families programme including summer festival, delivery and evaluation.	Families	wider range of people involved in hertiage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£4,000	Del Y3-Y5	7,000 attendees	Numbers target; participant evaluation; postcode analysis
COMMUNITY GROUPS: re-launch community programme; devise sustainable long-term outreach programme with goal of supporting people into on-site access.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage;	£4,000	Del Y3	1200 people / 2,700 instances of participation (treble 2019/20)	Numbers target; participant evaluation

CO-CURATION: Year 3 Co-curation Programme	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£5,000	Del Y3- Y5	2 groups, average 10 participants = 20 people	Participant surveys
A Thriving Ecosystem							
CULTURAL QUARTER FESTIVAL: Celebration of the reopening of Tullie, delivered in partnership with Carlisle Culture, Cathedral, Castle, local cafes and restaurants	Local residents	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; freelancer costs; marketing and promotion; seed funding	£10,000	Del Y3-Y5	3,000 attendees	Numbers target; participant evaluation
LUNAR NEW YEAR FESTIVAL: return of the event for the first time in 5 years	Local residents inc families, local Chinese population	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; performer time; marketing and promotion; equipment & materials	£10,000	Del Y3-Y5	2,000 attendees	Numbers target; participant evaluation
CREATIVE COLLABORATIONS: Y3 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey
DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	TBC - depends on digital output developed	TBC
CREATIVE CULTURAL PROGRAMME: aimed at adults, evening events, theatre, art, performance. Full programme launch.	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance costs; marketing costs	£10,000	Del Y3 - Y5	Average 4 events per month, 15 attendees x 12 = 720 people	Numbers target; participant surveys
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
Delivery Phase Y4 2026/27							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£500	Del Y1- Y5	6 visits, average 15 attendees = 90	Numbers target; participant surveys
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie programme, ongoing delivery to include gallery engagement, outreach, collections care, and the planning of future volunteer activity	Existing audiences, young people, unemployed	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff costs; volunteer expenses (higher as partially open); curatorial equipment; recruitment costs	£4,500 (£3k expenses. Collections Volunteers Equipment - £1k. £500 recruitment.)	Del Y1- Y5	Additional 30 volunteers recruited; 140 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: deliver Tullie House schools offer, evaluation and monitoring continuous.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff costs; equipment and materials; marketing costs; re-brand costs	£4,000	Del Y4 - Y5	18,585 (5% increase on Y3)	Teacher & pupil surveys
YOUNG PEOPLE (11-25 year olds): deliver and evaluate core YP programme.	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£2,500	Del Y4 - Y5	45 young people in core groups (540 instances of participation); 12 events, 10 YP per event = 120 YPs. Total = 165	Numbers target; YP evaluation programme; event surveys
FAMILIES: including summer festival, delivery and evaluation.	Families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£4,000	Del Y3 - Y5	7,350 (Y3 + 5%)	Numbers target; participant evaluation; postcode analysis
COMMUNITY GROUPS: deliver & evaluate onsite provision.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage	£2,500	Del Y4-Y%	1260 people / 2,835 instances of participation	Numbers target; participant evaluation
CO-CURATION: Year 4 Co-curation Programme	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£5,000	Del Y3- Y5	2 groups, average 10 participants = 20 people	Participant surveys
A Thriving Ecosystem							
CULTURAL QUARTER FESTIVAL: delivered in partnership with Carlisle Culture, Cathedral, Castle, local cafes and restaurants	Local residents	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; freelancer costs; marketing and promotion; seed funding	£8,000	Del Y3-Y5	3,150 attendees (+5% Y3)	Numbers target; participant evaluation
LUNAR NEW YEAR FESTIVAL: return of the event for the first time in 5 years	Local residents inc families, local Chinese population	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; performer time; marketing and promotion; equipment & materials	£8,000	Del Y3-Y5	2,100 attendees (+5% Y4)	Numbers target; participant evaluation
CREATIVE COLLABORATIONS: Y4 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey

DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	TBC - depends on digital output developed	TBC
CREATIVE CULTURAL PROGRAMME: aimed at adults, evening events, theatre, art, performance.	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance costs; marketing costs	£8,000	Del Y4 - Y5	Average 4 events per month, 20 attendees x 12 = 960 people	Numbers target; participant surveys
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
Delivery Phase Y5 2027/28							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£500	Del Y1- Y5	6 visits, average 15 attendees = 90	Numbers target; participant surveys
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie programme, ongoing delivery to include gallery engagement, outreach, collections care, and the planning of future volunteer activity	Existing audiences, young people, unemployed	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff costs; volunteer expenses (higher as partially open); curatorial equipment; recruitment costs	£4,500 (£3k expenses. Collections Volunteers Equipment - £1k. £500 recruitment.)	Del Y1- Y5	Additional 20 volunteers recruited; 160 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: deliver Tullie House schools offer, evaluation and monitoring continuous.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff costs; equipment and materials; marketing costs; re-brand costs	£4,000	Del Y4 - Y5	19,514 (5% increase on Y4)	Teacher & pupil surveys
YOUNG PEOPLE (11-25 year olds): deliver and evaluate core YP programme.	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£2,500	Del Y4 - Y5	45 young people in core groups (540 instances of participation); 12 events, 10 YP per event = 120 YPs. Total = 165	Numbers target; YP evaluation programme; event surveys
FAMILIES: including summer festival, delivery and evaluation.	Families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£4,000	Del Y3 - Y5	7,718 (Y4 + 5%)	Numbers target; participant evaluation; postcode analysis
COMMUNITY GROUPS: deliver & evaluate onsite provision.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage; consultancy	£2,500	Del Y4-Y%	1322 people / 2,976 instances of participation	Numbers target; participant evaluation
CO-CURATION: Year 5 Co-curation programme	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£5,000	Del Y3- Y5	2 groups, average 10 participants = 20 people	Participant surveys
A Thriving Ecosystem							
CULTURAL QUARTER FESTIVAL: delivered in partnership with Carlisle Culture, Cathedral, Castle, local cafes and restaurants	Local residents	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; freelancer costs; marketing and promotion; seed funding	£8,000	Del Y3-Y5	3,330 attendees (+5% Y4)	Numbers target; participant evaluation
LUNAR NEW YEAR FESTIVAL: return of the event for the first time in 5 years	Local residents inc families, local Chinese population	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; performer time; marketing and promotion; equipment & materials	£8,000	Del Y3-Y5	2,205 attendees (+5% Y4)	Numbers target; participant evaluation
CREATIVE COLLABORATIONS: Y5 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey
DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	TBC - depends on digital output developed	TBC
CREATIVE CULTURAL PROGRAMME: aimed at adults, evening events, theatre, art, performance.	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance costs; marketing costs	£8,000	Del Y4 - Y5	Average 4 events per month, 20 attendees x 12 = 960 people	Numbers target; participant surveys
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in hertiage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
EVALUATION				£40,000			

NOTICE

OF

EXECUTIVE

KEY DECISIONS

24 September 2021

Notice of Key Decisions

This document provides information on the 'key decisions' to be taken by the Executive within the next 28 days. The Notice will be updated on a monthly basis and sets out:

- Details of the key decisions which are to be taken;
- Dates of the Executive meetings at which decisions will be taken;
- Details of who will be consulted and dates for consultation;
- Reports and background papers which will be considered during the decision making process;
- Details of who to contact if further information is required
- Details of where the document can be inspected
- Details of items which the public may be excluded from the meeting under regulation 4(2) and the reason why
- Details of documents relating to the decision which need not, because of regulation 20(3) be disclosed to the public and the reason why.

The dates on which each new Notice will be published are set below:

Publication Dates

4 June 2021	22 October 2021	18 February 2022
2 July 2021	12 November 2021	21 March 2022
30 July 2021	19 November 2021	
27 August 2021	17 December 2021	
24 September 2021	21 January 2022	

Key decisions are taken by the City Council's Executive and these are usually open to the public. Agendas and reports and any other documents relevant to the decision which may be submitted can be viewed in the Customer Contact Centre at the Civic Centre, Carlisle or on the City Council's website (www.carlisle.gov.uk). Agendas and reports are published one week ahead of the meeting.

A Key Decision is an Executive decision which is likely –

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant* having regard to the local authority's budget for the service or function to which the decision relates;
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

*significant expenditure or savings to the authority in excess of £70,000

The City Council's Executive Members are:

Councillor J Mallinson (Leader / Chairman)
Councillor G Ellis (Deputy Leader, and Finance, Governance and Resources Portfolio Holder)
Councillor N Christian (Environment and Transport Portfolio Holder)
Councillor S Higgs (Culture, Heritage and Leisure Portfolio Holder)
Councillor Mrs Mallinson (Communities, Health and Wellbeing Portfolio Holder)
Councillor P Nedved (Economy, Enterprise and Housing Portfolio Holder)

Should you wish to make any representations in relation to the items being held in private or If you require further information regarding this notice please contact Democratic Services on 01228 817039 or committeeservices@carlisle.gov.uk.

Index of Active Key Decisions

		Date Decision to be considered:	Date Decision to be taken:
KD.10/21	Budget Process 2022/23 – 2026/27	22 November 2021, 13 December 2021, 20 December 2021 consultation period to include Overview and Scrutiny as appropriate	19 January 2022
KD.19/21	Review of the Statement of Gambling Policy	31 August 2021 (EX.88/21)	20 December 2021
KD.20/21	Review of the Housing Renewal Assistance Policy	25 October 2021 consultation period to include Overview and Scrutiny as appropriate	20 December 2021
KD.21/21	Sustainable Warmth Competition (Local Authority Delivery (LAD) Phase 3 and Home Upgrade Grants (HUG)		25 October 2021
KD.22/21	St Cuthbert's Garden Village - Development Corporation Business Case		25 October 2021
KD.23/21	Citadels Project		25 October 2021
KD.24/21	Tullie House Business Plan	25 October 2021 consultation period to include Overview and Scrutiny as appropriate	20 December 2021

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.10/21
Type of Decision:	Executive
Decision Title:	Budget Process 2022/23 – 2026/27
Decision to be taken:	<p>The Executive will be asked to: Consider strategic financial issues arising from the budget setting process:</p> <ul style="list-style-type: none"> (a) Revenue Estimates including spending pressures, bids and savings (22nd November 2021) (b) Individual Charges Reviews (22nd November 2021) (c) Provisional Capital Programme including new spending proposals (22nd November 2021) (d) Corporate Assets – Repair and Maintenance Programme (22nd November 2021) (e) Treasury Management Base Estimates (22nd November 2021) (f) Local Taxation (including CTRS) (22nd November 2021) (g) Consideration of Scrutiny Consultation feedback (13th December 2021) (h) Draft Revenue Settlement Figures (if available) (20th December 2021) (i) Summary Revenue Budget (including decision on Business Rate Pooling) (20th December 2021) (j) Summary Capital Programme (if required) (20th December 2021) (k) Draft Treasury Management and Investment Strategy including MRP Strategy (20th December 2021) (l) Executive Draft Budget Proposals for consultation (20th December 2021) (m) Consideration of Final Budget Consultation (19th January 2022) (n) Draft Revenue Settlement Figures (if available) (19th January 2022) (o) Final Revenue Budget Summary (19th January 2022) (p) Provisional Capital Programme (19th January 2022) (q) Treasury Management and Investment Strategy including MRP Strategy (19th January 2022) (r) Executive's Final Budget Proposals (19th January 2022)
Date Decision to be considered:	22 November 2021, 13 December 2021, 20 December 2021 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	19 January 2022
Is the Decision Public or Private?:	The decision will be taken in public.

Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Finance and Resources will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Finance and Resources, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Ellis)
Relevant or Lead Overview and Scrutiny Panel:	Health and Wellbeing Scrutiny Panel - 22 November 2021, Economic Growth Scrutiny Panel - 2 December 2021, Business and Transformation Scrutiny 7 December 2021 and 6 January 2022

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

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

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.19/21
Type of Decision:	Executive
Decision Title:	Review of the Statement of Gambling Policy
Decision to be taken:	The Executive will be asked to consider the draft Statement of Gambling Policy for the period 2022 - 2025
Date Decision to be considered:	31 August 2021 (EX.88/21)
Date Decision to be taken:	20 December 2021
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	Report GD.49/21 - Gambling Act 2005 - Draft Statement of Principles 2022-2025 on 31 August 2021
Contact Officer for this Decision:	Corporate Director of Governance and Regulatory Services, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Finance, Governance and Resources (Councillor Ellis)
Relevant or Lead Overview and Scrutiny Panel:	Business and Transformation Scrutiny Panel

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

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

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.20/21
Type of Decision:	Executive
Decision Title:	Review of the Housing Renewal Assistance Policy
Decision to be taken:	The Executive will be asked to approve a revision of the Housing Renewal Assistance Policy, to revise the discretionary housing assistance funding available through the Disabled Facility Grant.
Date Decision to be considered:	25 October 2021 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	20 December 2021
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Governance and Regulatory Services will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Governance and Regulatory Services, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Communities, Health and Wellbeing (Councillor Mrs Mallinson)
Relevant or Lead Overview and Scrutiny Panel:	Health and wellbeing Scrutiny Panel

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

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

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.21/21
Type of Decision:	Executive
Decision Title:	Sustainable Warmth Competition (Local Authority Delivery (LAD) Phase 3 and Home Upgrade Grants (HUG)
Decision to be taken:	<p>The Executive will be asked to</p> <ol style="list-style-type: none">1. If successful to accept the award from Department for Business Energy and Industrial Strategy (BEIS) for the Sustainable Warmth competition 2021.2. Delegate authority to the Corporate Director of Governance and Regulatory Services deliver activities and services funded by the grant in accordance with the Memorandum of Understanding between the City Council and Secretary of State for Business, Energy and Industrial Strategy.
Date Decision to be considered:	
Date Decision to be taken:	25 October 2021
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Governance and Regulatory Services will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Governance and Regulatory Services, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Economy, Enterprise and and Housing (Councillor Nedved)
Relevant or Lead Overview and Scrutiny Panel:	Economic Growth Scrutiny Panel

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

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

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.22/21
Type of Decision:	Executive
Decision Title:	St Cuthbert's Garden Village - Development Corporation Business Case
Decision to be taken:	The Executive will be asked to approve the work programme for advancing the Development Corporation business case and delegate authority to the Corporate Director of Economic Development to progress procurement.
Date Decision to be considered:	
Date Decision to be taken:	25 October 2021
Is the Decision Public or Private?:	The decision will be taken in public
Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Economic Development will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Economic Development, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Economy, Enterprise and and Housing (Councillor Nedved)
Relevant or Lead Overview and Scrutiny Panel:	Economic Growth Scrutiny Panel

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

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

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.23/21
Type of Decision:	Executive
Decision Title:	Citadels Project
Decision to be taken:	The Executive will be asked to note the proposals for the redevelopment of the Citadels and approve the land assembly activity required by the Council to enable the delivery of scheme.
Date Decision to be considered:	
Date Decision to be taken:	25 October 2021
Is the Decision Public or Private?:	The decision will be taken in private. The report is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information)
Documents submitted for consideration in relation to the Decision:	The report of the Corporate Director of Economic Development will be available five working days before the meeting
Contact Officer for this Decision:	Corporate Director of Economic Development, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Leaders
Relevant or Lead Overview and Scrutiny Panel:	Economic Growth Scrutiny Panel

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

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

Notice of Key Decisions to be taken by the Executive

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

Key Decision Reference:	KD.24/21
Type of Decision:	Executive
Decision Title:	Tullie House Business Plan
Decision to be taken:	The Executive will be asked to consider the Business Plan and refer to Health & Wellbeing Scrutiny Panel prior to making recommendations to Council
Date Decision to be considered:	25 October 2021 consultation period to include Overview and Scrutiny as appropriate
Date Decision to be taken:	20 December 2021
Is the Decision Public or Private?:	The decision will be taken in public.
Documents submitted for consideration in relation to the Decision:	The report of the Deputy Chief Executive will be available five working days before the meeting
Contact Officer for this Decision:	Deputy Chief Executive, Carlisle City Council, Civic Centre, Carlisle, CA3 8QG
Relevant Portfolio Area:	Culture, Heritage and Leisure (Councillor Higgs)
Relevant or Lead Overview and Scrutiny Panel:	Health and Wellbeing Scrutiny Panel

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

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

Notice prepared by Councillor John Mallinson,
Leader of Carlisle City Council

Date: 24 September 2021

Officer Decisions

Below is a list of decisions taken by Officers which they have classed as significant, full details and supporting background documents can be viewed on the Council's website www.carlisle.gov.uk/CMIS/

Decision Ref No	Title: Subject and Decision Taken:	Reports and Background Papers considered:	Date Decision Taken:	Decision Maker:
OD.92/21	<p>Civica Pay Contract The Council uses Civica Pay as its Income management system for processing all income due to the Council, including card payments and bank statement reconciliation.</p> <p>The current contract with Civica expires on 30 September 2021 but there are provisions for continuation in the current contract. The current system is on outdated servers and the upgraded system will comply with Accessibility regulations for web payments and help the Council comply with payment card industry data security standards.</p> <p>Therefore, in order to achieve continuation of service and to avoid the need to change systems, which will be resource and financially intensive, it is proposed that a new contract be directly awarded with Civica, using the provisions of the DAS Framework, effective from 1 October 2021 for a period of 3-years. This will allow the Council to effectively take payments until 2024, at which time consideration around systems will be a decision for the new Unitary authority.</p> <p>By not awarding the contract to Civica, the Council would be in the position where it may not have a fully working income management system with which to process payments and income it receives. There would be additional capital costs involved in procuring through a tender exercise and a risk of loss of service to the Council.</p> <p>The contract can be contained within current budgetary provisions.</p>	SMT Report – Civica Payments System – 21 September 2021 – Not for publication by virtue of Paragraph 3 of Schedule 12A to the Local Government Act 1972, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)	24 September 2021	Corporate Director of Finance and Resources

OD.93/21	Landlord's consent to repair. To grant Landlord's consent to roof repairs at The Lanes shopping centre.	None	29 September 2021	Property Services Manager
OD.94/21	Licensing Decisions taken between 1 September and 30 September 2021 The Licensing Manager has granted the attached licences or permissions under an express authorisation delegated to her and in accordance with the Council's policy requirements. (can be viewed on the Council website http://CMIS.carlisle.gov.uk/CMIS/CouncilDecisions/OfficerDecisions.aspx)	Applications for various licences. Private Not for Publication by Virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act.	01 October 2021	Licensing Manager
OD.95/21	Transfer of funds from Planning Reserve to Development Management Operational Budget To transfer £56,100 to cover a series of in-year improvements to the operation of Development Management to improve efficiency of service delivery and staff training/resources for the following budget areas: Admin Salary Costs £29,300 Planning Graduate Costs £26,600	N/A	01 October 2021	Chief Executive
OD.96/21	Withdrawn After Publication - Regulatory Services Appointment of Agency Support for Licensing Officer Regulatory Services has appointed Agency Support for 3 months to provide assistance to the Licensing function and COVID compliance support to licensed premises and licensed vehicles.	N/A	05 October 2021	Licensing Officer
OD.97/21	Homeless Prevention and Accommodation Services The Homeless Prevention and Accommodation Service team managers of Carlisle City Council have made the attached decisions between 1 July 2021 and 30 September 2021, under the express authorisation delegated to relevant officers in accordance with the Council's policy requirements.	Individual assessments of need and vulnerability are considered on a case by case basis to inform decision making; these include personal sensitive information. The assessments are not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local	06 October 2021	Homelessness Prevention and Accommodation Manager

		Government Act 1972, as the report contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).																
OD.98/21	<p>Revenue Grant Reserve – Release of Funds</p> <p>To release funding from the Revenue Grant Reserve in July to September 2021 to fund expenditure in line with the terms and conditions of the grant awards as follows:</p> <table><thead><tr><th>Service Area</th><th>Request for Release £</th></tr></thead><tbody><tr><td>Investment and Policy</td><td>34,800</td></tr><tr><td>Regeneration</td><td>1,300</td></tr><tr><td>Homelessness prevention and Welfare</td><td>(900)</td></tr><tr><td>Electoral Services</td><td>5,100</td></tr><tr><td>Regulatory Services</td><td>4,100</td></tr><tr><td></td><td>44,400</td></tr></tbody></table> <p>The use of this reserve is set out within the Council’s MTFP and can only be released, under delegated powers, by the Corporate Director of Finance and Resources.</p>	Service Area	Request for Release £	Investment and Policy	34,800	Regeneration	1,300	Homelessness prevention and Welfare	(900)	Electoral Services	5,100	Regulatory Services	4,100		44,400	None	12 October 2021	Corporate Director of Finance and Resources
Service Area	Request for Release £																	
Investment and Policy	34,800																	
Regeneration	1,300																	
Homelessness prevention and Welfare	(900)																	
Electoral Services	5,100																	
Regulatory Services	4,100																	
	44,400																	

JOINT MANAGEMENT TEAM

Item
A.7

MINUTES – 27th September 2021

Attendees	Leader; Deputy Leader; PH Communities, Health & Wellbeing; PH Economy, Enterprise & Housing; PH Environment & Transport; Deputy Chief Executive; Corporate Director of Governance & Regulatory Services; Corporate Director of Finance & Resources; Corporate Director of Economic Development; Policy & Communications Manager
Apologies	PH Culture, Heritage & Leisure; Chief Executive

Agenda Item 1 – Minutes of Meeting 31st August 2021	Action
Noted and agreed	
Agenda Item 2 – Heat Decarbonisation Plan and Public Sector Decarbonisation Scheme (Phase 3)	
The Policy & Communications Manager provided an update to JMT	
Agenda Item 3 – Carlisle Victorian & Turkish Baths	
The Deputy Chief Executive referred to the paper circulated ahead of the meeting and a full discussion followed	

Agenda Item 4 – Tullie House Capital Developments and Lease Arrangements	
The Deputy Chief Executive led the discussion on the previously circulated paper	
Agenda Item 5 - Updates on Borderlands; The Sands; Civic Centre; St Cuthbert's Garden Village; Central Plaza	
Members of SMT in attendance provided the Executive with their update on the current position regarding each area	
Agenda Item 6 – Future Items for Notice of Executive Key Decisions	
Noted and agreed	
Agenda Item 7 - JMT Forward Plan	
Noted and updated	

Meeting Date: 25 October 2021
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: Regulation of Investigatory Powers: Update
Report of: Corporate Director of Governance and Regulatory Services
Report Number: GD.68/21

Purpose / Summary:

The Report updates the Executive on the Council's use of the surveillance powers open to it under the Regulation of Investigatory Powers Act 2000 (RIPA).

Recommendations:

That the Executive note and approve the content of the Report, including the Council's RIPA policy.

Tracking

Executive:	25 October 2021
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1. BACKGROUND

- 1.1 Members are aware that, when carrying out covert surveillance activity, the Council must comply with the Regulation of Investigatory Powers Act 2000 (RIPA) and its associated Regulations and Guidance.
- 1.2 RIPA provides for public authorities to give authorisation to carry out covert surveillance activities. The term 'public authorities' includes local authorities, therefore, the Council may authorise its officers to carry out covert surveillance. Any authorisation signed by the Council is subject to further approval by a Justice of the Peace.
- 1.3 The basic premise of RIPA is to ensure that covert surveillance is carried out in the appropriate manner. It requires that the public body wishing to carry out such surveillance does so after carrying out a balancing exercise in which the need for covert surveillance is balanced against the rights of the individual. Article 8 of the Human Rights Act 1998 provides that there shall be no interference with an individual's right to respect for his private and family life other than is necessary in the interests of, *inter alia*, public safety, the prevention of crime and disorder, the protection of health or morals, or for the protection of the rights and freedoms of others. For covert surveillance to be justified it must be both necessary and proportionate. If it is possible to obtain evidence overtly then this is the method by which it should be gathered.
- 1.4 Surveillance is covert if, and only if, it is carried out in a manner that is calculated to ensure that persons who are subject to surveillance are unaware that it is taking place. Directed Surveillance includes surveillance which is covert (but not intrusive) which is conducted for a specific investigation/operation and is likely to result in the obtaining of private information about a person.
- 1.5 Although the term surveillance covers a wide range of activities, it is important to note that RIPA applies only to covert surveillance. If the person who is subject to the surveillance is aware that it is taking place it will not be necessary to obtain authorisation under RIPA.

- 1.6 The purpose of RIPA is to place covert surveillance activities on a lawful footing. The impetus for this has arisen from the coming into force of the Human Rights Act 1998 ("HRA"). If a public authority fails to comply with the HRA it is in breach of statutory duty and two possible consequences may follow:
- any person who has suffered loss due to such breach may claim compensation from the public authority; and/or
 - any enforcement proceedings brought by a public authority against a person who has suffered such breach may be subject to "collateral challenge" by way of defence of non-compliance by the public authority with the HRA.
- 1.7 The HRA brings into English Law Article 8 of the European Convention on Human Rights ("Article 8"). This provides that any person is entitled to respect for his private and family life, his home and his correspondence. A public authority should not act in a way which is incompatible with this right; if it does the consequences set out above may flow.
- 1.8 However, Article 8 goes on to provide that there shall be no interference by a public authority with the exercise of the Article 8 right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic wellbeing of the country, for the prevention of disorder or crime, for the protection of health or morals or for the protection of the rights and freedom of others. It is therefore recognised by the Convention that interference with Article 8 rights may sometimes be necessary in order to prevent crime/disorder, protect health etc, such interference must however be on a lawful basis. For the purposes of RIPA, the Council is only able to exercise the power for the purpose of preventing/detecting crime or of preventing disorder.
- 1.9 If a Local Authority fails to obtain an authorisation for surveillance in accordance with the scheme set out in the RIPA it has not thereby committed a criminal offence nor is it automatically subject to any sanction or penalty imposed under civil law.

However, in the absence of authorisation there is a risk that the Authority will not be able to demonstrate that any covert surveillance has been carried out on a lawful basis. There then arises the further risk that any proceedings which the Authority is then undertaking against the person concerned (e.g. statutory enforcement proceedings or a prosecution) may be subject to a successful challenge and/or the Authority may be subject to a legal claim for compensation by the person concerned.

- 1.10 Local authorities in England and Wales can only authorise use of directed surveillance under RIPA to prevent or detect criminal offences that are either punishable, whether on summary conviction or indictment, by a maximum term of at least 6 months' imprisonment **or** are related to the underage sale of alcohol and tobacco or nicotine inhaling products. The offences relating to the latter are in article 7A of the 2010 RIPA Order.
- 1.11 Local authorities **cannot** authorise directed surveillance for the purpose of preventing disorder unless this involves a criminal offence(s) punishable (whether on summary conviction or indictment) by a maximum term of at least 6 months' imprisonment.
- 1.12 Local authorities may therefore continue to authorise use of directed surveillance in more serious cases as long as the other tests are met – i.e. that it is necessary and proportionate and where prior approval from a JP has been granted. Examples of cases where the offence being investigated attracts a maximum custodial sentence of six months or more could include more serious criminal damage, dangerous waste dumping and serious or serial benefit fraud (DWP).
- 1.13 Local authorities may also continue to authorise the use of directed surveillance for the purpose of preventing or detecting specified criminal offences relating to the underage sale of alcohol and tobacco where the necessity and proportionality test is met and prior approval from a JP has been granted (Cumbria County Council function).

- 1.14 The Code of Guidance says: “A local authority **may not authorise** the use of directed surveillance under RIPA to investigate disorder that does not involve criminal offences or to investigate low-level offences which may include, for example, littering, dog control and fly-posting.”

2. CARLISLE CITY COUNCIL RIPA USAGE

- 2.1 The Guidance says that elected members of a local authority should review the usage of the surveillance powers and set the policy once each year. Members will note how restrictive the rules regulating surveillance are and the reality is that, since the transfer of the Council’s benefit fraud to the Department for Work and Pensions, it is very unlikely that we will need to undertake any covert surveillance activity. The last authorisation of surveillance by the City Council predated the transfer of the Benefit Fraud Team.
- 2.2 In effect, the Council does not make use of any covert surveillance in its activity. **The last authorisation was in March 2014 for a benefit fraud matter.** A report was not brought before Members last year due to the fact that no activity had occurred and due to the pandemic lockdown RIPA was simply not relevant.

3. TRAINING

- 3.1 RIPA training is part of the Ethical Governance Training Programme and, by way of awareness raising, the concept of covert surveillance and its implications is mentioned whenever possible, for example at witness training. In addition, bespoke RIPA training is delivered and the Council is currently investigating a Skillsgate module of inclusion in its e-learning platform. The training, particularly on-line, is targeted at those service areas most likely to gather evidence on behalf of the Council.

4. POLICY

- 4.1 The Home Office released revised guidance both for Directed Surveillance and also the use of Covert Human Intelligence Sources. The links to these documents are

as follows or Members should contact the Corporate Director of Governance and Regulatory Services if they would like a hard copy:

<https://www.gov.uk/government/publications/covert-surveillance-and-covert-human-intelligence-sources-codes-of-practice>

- 4.2 The Council's policy document reflects up to date guidance and is attached as the Appendix to this Report. The Executive is asked to approve the Policy which remains as per the one recommended by the Audit Committee.

5. CONSULTATION

- 5.1 Not applicable.

6. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 6.1 The content of the Report should reassure Members that the City Council takes its responsibilities under the RIPA legislation seriously and also that it continues to strive to be one of the better performing local authorities.

7. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 7.1 Compliance with RIPA assists the Council in acting lawfully and promoting its enforcement activities in the District.

Contact Officer: Mark Lambert

Ext: 7019

In compliance with Section 100d of the Local Government (Access to Information) 1985 the report has been prepared in part from the following papers: **The Home Office Guidance documents referred to in the Report.**

Appendices attached to report: Revised Council RIPA Policy

CORPORATE IMPLICATIONS:

LEGAL – The report deals with relevant legal implications.

PROPERTY – None.

FINANCE – None

EQUALITY – All persons are treated equally under this legislation.

INFORMATION GOVERNANCE – The codes of practice are clear on how information is to be stored, accessed, disseminated, retained and destroyed.

CARLISLE CITY COUNCIL

REGULATION OF INVESTIGATORY

POWERS ACT 2000

PROTOCOL AND GUIDANCE NOTES

FOR STAFF

RELATING TO SURVEILLANCE

AND USE OF

COVERT HUMAN

INTELLIGENCE SOURCES

IMPORTANT NOTICE

The RIPA Regime is subject to oversight by the Investigatory Powers Commission Office. Advice, guidance and Codes of Practice may be found at:

<https://www.ipco.org.uk>

RIPA Codes of Practice and Guidance may be found at:

<https://www.gov.uk/government/collections/ripa-codes>

The Council's RIPA Policy is subordinate to the Codes of Practice.

Internal points of Contact are:

Mark Lambert

RIPA Monitoring Officer

Clare Liddle

Deputy RIPA Monitoring Officer

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SECTION 1

INTRODUCTION

- 1.1 The Regulation of Investigatory Powers Act (RIPA) 2000 provides for public authorities to give authorisation to carry out **covert surveillance** activities. Public Authorities include local authorities therefore the Council may itself give authorisation (subject to judicial approval) to its officers to carry out covert surveillance.
- 1.2 The basic premise of RIPA is to ensure that covert surveillance is carried out in the appropriate manner. It requires that the public body wishing to carry out such surveillance does so after carrying out a balancing exercise in which the need for covert surveillance is balanced against the rights of the individual. Article 8 of the Human Rights Act 1998 provides that there shall be no interference with an individual's right to respect for his private and family life other than is necessary in the interests of, inter alia, public safety, the prevention of crime and disorder, the protection of health or morals, or for the protection of the rights and freedoms of others. For covert surveillance to be justified it must be both **necessary** (para 4.2.3) and **proportionate** (para 4.2.5). If it is possible to obtain evidence overtly then this is the method in which it should be gathered.
- 1.3 Surveillance is covert if, and only if, it is carried out in a manner that is calculated to ensure that persons who are subject to surveillance are unaware that it is taking place. The definition of surveillance is very wide and includes such activities as:
- Monitoring, observing or listening to persons, their movements their conversations or their other activities or communication;
 - Recording anything monitored, observed or listened to in the course of surveillance; and
 - Surveillance by or with the assistance of a surveillance device.

Although the term surveillance covers a wide range of activities, it is important to note that RIPA applies only to covert surveillance. If the person who is subject to the covert surveillance is aware that it is taking place it will not be necessary to obtain authorisations under RIPA.

1.4 The purpose of RIPA is to place covert surveillance activities on a lawful footing. The impetus for this has arisen from the coming into force of the Human Rights Act 1998 ("HRA").

1.5 If a public authority fails to comply with the HRA it is in breach of statutory duty and two possible consequences may follow:

- any person who has suffered loss due to such breach may claim compensation from the public authority; and/or
- any enforcement proceedings brought by a public authority against a person who has suffered such breach may be subject to "collateral challenge" by way of defence of non-compliance by the public authority with the HRA.

1.6 The HRA brings into English Law Article 8 of the European Convention on Human Rights ("Article 8"). This provides that any person is entitled to respect for his private and family life, his home and his correspondence. A public authority should not act in a way which is incompatible with this right; if it does the consequences set out above may flow.

1.7 However, Article 8 goes on to provide that there shall be no interference by a public authority with the exercise of the Article 8 right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic wellbeing of the country, for the prevention of disorder or crime, for the protection of health or morals or for the protection of the rights and freedom of others.

It is therefore recognised by the Convention that interference with Article 8 rights may sometimes be necessary in order to prevent crime/disorder, protect health etc., such interference must however be on a lawful basis.

1.8 In anticipation of the coming into force of the HRA it was recognised that covert surveillance activities were in danger of falling foul of Article 8, even if necessary for the reasons set out in Article 8, if it was not demonstrably carried out on a lawful basis.

1.9 RIPA was therefore enacted in order to provide a clear, lawful basis for covert surveillance to be carried out by public authorities including:

- Security Services
- Police
- Armed Forces
- Customs & Excise
- Local Authorities

1.10 RIPA makes it clear that the Council can only authorise use of directed surveillance to prevent or detect criminal offences that are either punishable, whether on summary conviction or indictment, by a maximum term of at least six months' imprisonment **or** are related to the underage sale of alcohol and tobacco or nicotine inhaling products (note that these alcohol/tobacco/nicotine issues are not ones which the City Council deals with).

1.11 RIPA assists by:

- Clarifying what types of covert surveillance may be undertaken by local authorities;
- Providing a scheme for the giving/obtaining of authorisation.

1.12 If a Local Authority fails to obtain an authorisation for surveillance in accordance with the scheme set out in the RIPA it has not thereby committed a criminal

offence nor is it automatically subject to any sanction or penalty imposed under civil law. However, in the absence of authorisation there is a risk that the Authority will not be able to demonstrate that any covert surveillance has been carried out on a lawful basis. There then arises the further risk that any proceedings which the Authority is then undertaking against the person concerned (e.g. statutory enforcement proceedings or a prosecution) may be subject to a successful challenge and/or the Authority may be subject to a legal claim for compensation by the person concerned.

1.13 The City Council has decided that it **does not** carry out any non-RIPA compliant surveillance, however, the Surveillance Commissioner has requested that this reference to such surveillance be included in this Policy. If such surveillance was conducted it would not have the protection of RIPA as explained in 1.12. To minimise this risk an internal authorisation procedure should be used utilising the forms, rules and guidance applicable to a normal RIPA compliant authorisation process. The fact that the Commissioner has requested that this information be included in the Policy is not to be taken as any indication that the decision stated in the first sentence of this paragraph has been weakened or diluted. **We do not carry out such surveillance.**

1.14 In order to provide public authorities with guidance the Home Office has issued various Codes of Guidance. Those which apply to local authorities and therefore to Carlisle City Council are as follows (with cross reference to the relevant appendix to this protocol in brackets):

- Covert Surveillance Code of Practice (Appendix 2) – this contains guidance on Directed Surveillance at Chapter 3;
- Covert Human Intelligence Sources Code of Practice (Appendix 3).

1.15 The Government has published a range of information (including the aforementioned codes) on the internet and the Investigatory Powers Commissioner's Office also publishes helpful information at: <https://www.ipco.org.uk/>.

- 1.16 The purposes of this protocol document is to explain what the Council's procedures are for the authorisation and carrying out of Directed Surveillance and the use of Covert Human Intelligence Sources and also to provide guidance for staff who are designated as Authorising Officers or who are authorised to carry out Directed Surveillance or to use or act as Covert Human Intelligence Sources.
- 1.17 This protocol document sets out the key concepts which are used in the Act. An understanding of such key concepts is essential for all officers who are designated as Authorising Officers or who are authorised to carry out covert surveillance or who are authorised to use or act as Covert Human Intelligence Sources. It also sets out the procedures for obtaining authorisations and the Council's requirements for record keeping.
- 1.18 This protocol does not purport to be an authoritative interpretation of the law and is in no way intended to be read in substitution for the RIPA, the Regulations and the Codes of Practice. In the event of any doubt, legal advice should be obtained from the RIPA Monitoring Officer (Corporate Director of Governance and Regulatory Services) or Deputy RIPA Monitoring Officer (Legal Services Manager).
- 1.19 Authorising Officers are responsible for ensuring that staff who report to them follow this Policy and do not undertake or carry out any form of surveillance without first obtaining the relevant authorisations in compliance with this document. Authorising Officers must also acquaint themselves with the relevant Codes of Practice issued by the Home Office regarding RIPA and ensure compliance with the same.
- 1.20 The RIPA Monitoring Officer, whose functions are the same as those defined for the 'Senior Responsible Officer' in the CHIS and CSPI Revised Codes of Practice, is responsible for maintaining a centralised record of all authorisations issued by the Council for the carrying out of Directed Surveillance and for the use of Covert Human Intelligence Sources. The records include not only the authorisations themselves but also information relating to reviews, renewals and cancellations.

- 1.21 It is the responsibility of each Directorate to retain a copy of the authorisations, renewals and cancellations in its own centralised file. A copy should be placed on the individual case file and the original sent to the RIPA Monitoring Officer marked "Confidential".
- 1.22 Authorisation, Renewal and Cancellation forms are available on request from the RIPA Monitoring Officer or in his absence the Deputy RIPA Monitoring Officer. Forms will be obtained from the Home Office website to ensure that the most up to date forms are used. A link to the relevant forms is provided in Appendix 5.

SECTION 2

WHAT IS AUTHORISED UNDER RIPA?

- 2.1 This Section of the protocol sets out in very brief terms what is and what is not authorised for Local Authorities under RIPA.
- 2.2 The words and concepts which are used are defined in Section 3 of this Protocol and reference should be made to that Section in order to obtain a full understanding of the terms used.
- 2.3 The Council may undertake "**directed surveillance**" if it is properly authorised in accordance with the Act.
- 2.4 The Council **does not** have any power to authorise the carrying out of **intrusive surveillance**. This can only be authorised by high ranking Police Officers, Customs Officers, Officers of the Armed Forces or the Secretary of State. It is highly unlikely that the Council would ever have the need to undertake intrusive surveillance; only the Secretary of State could authorise the Council to do so. However, as a word of caution, the Council must take care not to carry out intrusive surveillance inadvertently.
- 2.5 The Council is also empowered under the RIPA to use "**Covert Human Intelligence Sources**".
- 2.6 The Council is not empowered to enter on and interfere with property and wireless telegraphy (although some types of public bodies are authorised to do so under the RIPA).
- 2.7 Authorisations to carry out such surveillance may be given in public authorities by "Authorising Officers". Regulations issued under RIPA provide that the only persons who are entitled to act as Authorising Officers in local authorities are officers at Director, Head of Service, Service Manager or equivalent (see the

Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010/521).

2.8 Appendix 4 sets out the current Authorising Officers.

SECTION 3

DIRECTED SURVEILLANCE AND COVERT USE OF HUMAN INTELLIGENCE SOURCE

3.1 This part of the Protocol describes the concepts of:

- Directed Surveillance;
- Covert Human Intelligence Source.

These terms are used in Part II of RIPA and the Codes.

3.2 **What is "Directed Surveillance"?**

Surveillance is "directed surveillance" if the following are all true:

- it is covert, but not intrusive surveillance;
- it is conducted for the purposes of a specific investigation or operation;
- it is likely to result in the obtaining of private information about a person (whether one specifically identified for the purpose of the investigation or operation);
- it is conducted otherwise than by way of an immediate response to events or circumstances the nature of which is such that it would not be reasonably practicable for an authorisation under Part II of RIPA to be sought.

3.2.1 *What is "Surveillance"?*

Under RIPA this is defined to mean:

- "(a) monitoring, observing or listening to persons, their movements, their conversations or their other activities or communication;
- (b) recording anything monitored, observed or listened to in the course of surveillance; and
- (c) surveillance by or with the assistance of a surveillance device."

RIPA states that surveillance does not include:

- (a) any conduct of a Covert Human Intelligence Source for obtaining or recording (whether or not using a surveillance device) any information which is disclosed in the presence of the source; (For example, if you confront a neighbour with evidence obtained by a professional witness or tenant in an attempt to shame them into better behaviour);
- (b) the use of a Covert Human Intelligence Source for so obtaining or recording information, or any entry on or interference with property or wireless telegraphy as this would be unlawful unless authorised under warrants for the intelligence service legislation or powers of police and customs officers.

3.2.2 *Is the surveillance covert?*

Surveillance is covert if and only if it is carried out in a manner that is calculated to ensure that persons who are subject to the surveillance are unaware that it is or may be taking place.

Whether or not the surveillance is covert is the first question which should be asked when considering the seeking of authorisation; if it is not covert, the framework of the RIPA will not apply. **Overt surveillance should be used whenever possible (paras 4.2.4 and 4.2.5).**

3.2.3 *Is it for the purposes of a specific investigation or a specific operation?*

This may include, for example, an investigation into a complaint relating to anti-social behaviour in relation to the occupants of particular premises, or a complaint relating to noise arising from specific premises or an anti-fraud operation conducted in relation to Housing/Council Tax Benefits.

3.2.4 *Is it in such a manner that is likely to result in the obtaining of private information about a person?*

"Private information" is any information relating to a person in relation to which that person has or may have a reasonable expectation of privacy. As a result, private information is capable of including any aspect of a person's private or personal relationship with others, such as family and professional or business relationships.

Information which is non-private may include publicly available information such as books, newspapers, journals, TV and radio broadcasts etc.

Whilst a person may have a reduced expectation of privacy when in a public place, covert surveillance of that person's activities may still result in the obtaining of private information. Surveillance of publicly accessible areas of the internet should be treated in a similar way, recognising that there may be an expectation of privacy over information which is on the internet, particularly where accessing information on social media websites.

3.2.5 *Online covert activity*

The growth of the internet, and the extent of the information that is now available online, presents new opportunities for public authorities to view or gather information which may assist them in preventing or detecting crime or carrying out other statutory functions, as well as in understanding and engaging with the public they serve. It is important that public authorities are able to make full and lawful use of this information for their statutory purposes. Much of it can be accessed without the need for RIPA authorisation; use of the internet prior to an investigation should not normally engage privacy considerations. But if the study of an individual's online presence becomes persistent, or where material obtained from

any check is to be extracted and recorded and may engage privacy considerations, RIPA authorisations may need to be considered. The following guidance is intended to assist public authorities in identifying when such authorisations may be appropriate.

The internet may be used for intelligence gathering and/or as a surveillance tool. Where online monitoring or investigation is conducted covertly for the purpose of a specific investigation or operation and is likely to result in the obtaining of private information about a person or group, an authorisation for directed surveillance should be considered, as set out elsewhere in this code. Where a person acting on behalf of a public authority is intending to engage with others online without disclosing his or her identity, a CHIS authorisation may be needed (paragraphs 4.10 to 4.16 of the Covert Human Intelligence Sources code of practice provide detail on where a CHIS authorisation may be available for online activity).

In deciding whether online surveillance should be regarded as covert, consideration should be given to the likelihood of the subject(s) knowing that the surveillance is or may be taking place. Use of the internet itself may be considered as adopting a surveillance technique calculated to ensure that the subject is unaware of it, even if no further steps are taken to conceal the activity. Conversely, where a public authority has taken reasonable steps to inform the public or particular individuals that the surveillance is or may be taking place, the activity may be regarded as overt and a directed surveillance authorisation will not normally be available.

As set out in the next paragraph, depending on the nature of the online platform, there may be a reduced expectation of privacy where information relating to a person or group of people is made openly available within the public domain, however in some circumstances privacy implications still apply. This is because the intention when making such information available was not for it to be used for a covert purpose such as investigative activity. This is regardless of whether a user of a website or social media platform has sought to protect such information by restricting its access by activating privacy settings.

Where information about an individual is placed on a publicly accessible database, for example the telephone directory or Companies House, which is commonly used and known to be accessible to all, they are unlikely to have any reasonable expectation of privacy over the monitoring by public authorities of that information. Individuals who post information on social media networks and other websites whose purpose is to communicate messages to a wide audience are also less likely to hold a reasonable expectation of privacy in relation to that information.

Whether a public authority interferes with a person's private life includes a consideration of the nature of the public authority's activity in relation to that information. Simple reconnaissance of such sites (i.e. preliminary examination with a view to establishing whether the site or its contents are of interest) is unlikely to interfere with a person's reasonably held expectation of privacy and therefore is not likely to require a directed surveillance authorisation. But where a public authority is systematically collecting and recording information about a particular person or group, a directed surveillance authorisation should be considered. These considerations apply regardless of when the information was shared online.

In order to determine whether a directed surveillance authorisation should be sought for accessing information on a website as part of a covert investigation or operation, it is necessary to look at the intended purpose and scope of the online activity it is proposed to undertake. Factors that should be considered in establishing whether a directed surveillance authorisation is required include:

- Whether the investigation or research is directed towards an individual or organisation;
- Whether it is likely to result in obtaining private information about a person or group of people (taking account of the guidance at paragraph 3.6 above);
- Whether it is likely to involve visiting internet sites to build up an intelligence picture or profile;
- Whether the information obtained will be recorded and retained;

- Whether the information is likely to provide an observer with a pattern of lifestyle;
- Whether the information is being combined with other sources of information or intelligence, which amounts to information relating to a person's private life;
- Whether the investigation or research is part of an ongoing piece of work involving repeated viewing of the subject(s);
- Whether it is likely to involve identifying and recording information about third parties, such as friends and family members of the subject of interest, or information posted by third parties, that may include private information and therefore constitute collateral intrusion into the privacy of these third parties.

3.2.6 *Is the Surveillance Intrusive?*

Directed surveillance becomes Intrusive Surveillance if it:

- is carried out in relation to anything taking place on residential premises, or
- is in any private vehicle, and
- involves the presence of an individual on the premises or in the vehicle, or
- is carried out by means of a surveillance device.

Furthermore, surveillance is intrusive if it is carried out by means of a surveillance device in relation to anything taking place on any residential premises or in any private vehicle but is carried out without that device being present on the premises or in the vehicle, where the device is such that it consistently provides information of the same quality and detail as might be expected to be obtained from a device actually present on the premises or in the vehicle.

If the device is not on the premises or in the vehicle, it is only Intrusive Surveillance if it consistently produces information of the same quality as if it were. This might catch sound recording equipment which is placed in premises next door to the premises which is under investigation.

Commercial premises and vehicles are therefore excluded from intrusive surveillance.

THE COUNCIL IS NOT AUTHORISED TO CARRY OUT INTRUSIVE SURVEILLANCE.

3.3 Covert use of Human Intelligence Source (CHIS – also known as a “source”)

A person is a source if:

- (a) he establishes or maintains a personal or other relationship with a person for the covert purpose of facilitating the doing of anything falling within paragraph (b) or (c) below;
- (b) he covertly uses such a relationship to obtain information or provide access to any information to another person; or
- (c) he covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship.

Thus, a source may include persons such as agents, informants and officers working undercover.

3.3.1 Covert purpose

A purpose is covert, in relation to the establishment or maintenance of a personal or other relationship, if and only if the relationship is conducted in a manner that is calculated to ensure that one of the parties to the relationship is unaware of that purpose.

3.3.2 *Covertly uses such a relationship*

A relationship is used covertly, and information obtained as mentioned in 3.4.1(c) above is disclosed covertly, if and only if it is used or, as the case may be, disclosed in a manner that is calculated to ensure that one of the parties is unaware of the use or disclosure in question.

3.3.3 Note that an informant, even if not tasked by the Council to obtain information on its behalf, would nevertheless fall within the definition of a CHIS if s/he has obtained the relevant information in the course of, or as the result of the existence of, a personal or other relationship, such as that of friend, relative or acquaintance. In other words, it is 'inside information' as opposed to information obtained through outside observation. In this scenario, it is unlikely that a CHIS authorisation is required but a duty of care is owed to the informed as regards how and whether the information may be safely used. It is best to seek advice from the RIPA Monitoring Officer if there is any doubt.

3.3.4 *Information*

It is not clear from the Act whether "information" means only "private information". The inference is there, but it is not expressly stated in the RIPA.

3.4 **Activity not falling within the definition of covert surveillance**

3.4.1 Some surveillance activity does not constitute intrusive or directed surveillance for the purposes of Part II of the 2000 Act and no directed or intrusive surveillance authorisation can be obtained for such activity. Such activity includes:

- covert surveillance by way of an immediate response to events;
- covert surveillance as part of general observation activities;

- covert surveillance not relating to the statutory grounds specified in the 2000 Act;
- overt use of CCTV systems

Immediate response

3.4.2 Covert surveillance that is likely to reveal private information about a person, but is carried out by way of an immediate response to events such that it is not reasonably practicable to obtain an authorisation under the 2000 Act, would not require a directed surveillance authorisation. The 2000 Act is not intended to prevent law enforcement officers fulfilling their legislative functions. To this end, section 26(2)(c) of the 2000 Act provides that surveillance is not directed surveillance when it is carried out by way of an immediate response to events or circumstances, the nature of which is such that it is not reasonably practicable for an authorisation to be sought for the carrying out of the surveillance.

General observation activities

3.4.3 The general observation duties of many law enforcement officers and other public authorities do not require authorisation under the 2000 Act, whether covert or overt. Such general observation duties frequently form part of the legislative functions of public authorities, as opposed to the pre-planned surveillance of a specific person or group of people. General observation duties may include monitoring of publicly accessible areas of the internet in circumstances where it is not part of a specific investigation or operation.

Surveillance not relating to specified grounds or core functions

3.4.4 An authorisation for directed or intrusive surveillance is only appropriate for the purposes of a specific investigation or operation, insofar as that investigation or operation is necessary on the grounds specified in the 2000 Act (specified at section 28(3) for directed surveillance and at section 32(3) for intrusive surveillance). Covert surveillance for any other general purposes should be conducted under other legislation, if relevant, and an authorisation under Part II of the 2000 Act should not be sought.

3.4.5 The ‘core functions’ referred to by the Investigatory Powers Tribunal are the ‘specific public functions’, undertaken by a particular public authority, in contrast to the ‘ordinary functions’ which are those undertaken by all authorities (e.g. employment issues, contractual arrangements etc.). These “ordinary functions” are covered by the Data Protection Act 2018 and the Information Commissioner’s Employment Practices Code. A public authority may only seek authorisations under the 2000 Act when in performance of its ‘core functions’. For example, the disciplining of an employee is not a ‘core function’, although related criminal investigations may be. As a result, the protection afforded by an authorisation under the 2000 Act may be available in relation to associated criminal investigations, so long as the activity is deemed to be necessary and proportionate.

Overt surveillance cameras

3.4.6 The use of overt CCTV cameras by public authorities does not normally require an authorisation under the 2000 Act. Members of the public should be made aware that such systems are in use. For example, by virtue of cameras or signage being clearly visible, through the provision of information and by undertaking consultation. Guidance on their operation is provided in the Surveillance Camera Code of Practice issued under the Protection of Freedoms Act 2012 (“the 2012 Act”) and overseen by the Surveillance Camera Commissioner. Public authorities should also be aware of the relevant Information Commissioner’s code (“In the Picture – A Data Protection Code of Practice for Surveillance Cameras and Personal Information”).

3.4.7 The Surveillance Camera code has relevance to overt surveillance camera systems (as defined at s29(6) of the 2012 Act) and which are operated in public places by relevant authorities (defined at s 33(5) of the 2012 Act) in England and Wales. The 2012 Act places a statutory responsibility upon those public authorities defined by the 2012 Act, to have regard to the provisions of the Surveillance Camera code, where surveillance is conducted overtly by means of a surveillance camera system in a public place in England and Wales.

3.4.8 The Surveillance Camera code sets out a framework of good practice that includes existing legal obligations, including the processing of personal data under the Data Protection Act 2018 and a public authority's duty to adhere to the Human Rights Act 1998. **The City Council has its own CCTV surveillance camera policy.**

3.4.9 However, where overt CCTV or other overt surveillance cameras are used in a covert and pre-planned manner as part of a specific investigation or operation, for the surveillance of a specific person or group of people, a directed surveillance authorisation should be considered. Such covert surveillance is likely to result in the obtaining of private information about a person (namely, a record of their movements and activities) and therefore falls properly within the definition of directed surveillance. The use of the CCTV or other overt surveillance cameras in these circumstances goes beyond their intended use for the general prevention or detection of crime and protection of the public.

SECTION 4

AUTHORISATIONS, RENEWALS AND DURATION ETC

4.1 How is authorisation obtained?

4.1.1 As stated above, authorisation may be given by Authorising Officers for:

- Directed Surveillance;
- Covert Use of Human Intelligence Sources.

4.1.2 The Council is only able to authorise the use of Directed Surveillance to prevent or detect criminal offences that are punishable by a maximum term of **at least 6** months' imprisonment or are related to the sale of underage sale of alcohol or tobacco.

4.1.3 The Council is no longer able to authorise directed surveillance for the purposes of preventing disorder (unless punishable by a maximum term of at least six months' imprisonment). It is possible to authorise directed surveillance for 'serious' cases as long as the usual tests of necessity and proportionality are met. Examples would be more serious criminal damage, dangerous waste dumping and serious or serial benefit fraud. The guidance from the Home Office says, "A local authority **may not authorise** the use of directed surveillance under RIPA to investigate disorder that does not involve criminal offences or to investigate low level offences which may include, for example, littering, dog control and fly-posting". To authorise directed surveillance, the Authorising Officer must demonstrate that the proposed activity is necessary for the prevention or detection of a crime which either carries a maximum sentence of at least six months' imprisonment or is an offence relating to the sale of alcohol or tobacco products to minors (see RIPA, s81(5) for the definition of "detecting crime").

- 4.1.4 At the commencement of investigations, officers will need to satisfy themselves that what they are investigating is a criminal offence etc. If, during the investigation, the likely offence is graded downwards, below the six month imprisonment threshold, then any RIPA authorisation should be cancelled.
- 4.1.5 It is important to bear in mind that for offences which no longer meet the relevant threshold that routine patrols (including those in plain clothes), observations at trouble 'hotspots', immediate response to events and overt use of CCTV are all techniques which do not require RIPA authorisation. Please see the Covert Surveillance and Property Interference Code of Practice (Aug 2018), 'General observation activities' (p25) for examples.
- 4.1.6 The person seeking an Authorisation should complete the relevant Authorisation form which should be obtained from the RIPA Monitoring Officer or his/her Deputy. A link to the relevant forms is provided in Appendix 5. Having completed the form he should then take it to the Authorising Officer. In order to provide as full information as possible to enable the Authorising Officer to make a fully informed decision, detailed information should be given in the forms regarding "necessary" and "proportionality" (see below).
- 4.1.7 The Authorising Officer must take the following steps when considering whether or not to give an Authorisation:
- consider if Authorisation is necessary
 - Consider if what will be carried out is proportionate to what is sought to be achieved by carrying it out;
 - Is there sufficient information in the form? Has it been completed correctly? What must be recorded in the application form in respect of Directed Surveillance is explained at paragraph 4.2.7 below, and in the case of Covert Use of Human Intelligence Sources in paragraph 4.3.2 below;
 - Consider potential for collateral intrusion, the steps that may be taken to

minimise it and whether a separate authorisation is required. This is explained in paragraphs 4.2.6, 4.2.8 and 4.3.6 below; in the case of Use of a Covert Human Intelligence Source consider arrangements for safety and welfare of the source; before authorisation, a risk assessment should be undertaken - see paragraph 4.3.5;

- Consider any adverse impact on community confidence that might flow from the authorisation. Sensibilities in the local community should be considered where the surveillance is taking place; consider also activities being undertaken by other public authorities which could impact upon the deployment of surveillance; consider the circumstances where the subject of the surveillance might expect a high degree of privacy (eg in the home or where there are special sensitivities).

4.1.8 **Related authorisations:** if the action authorised refers to activity under a previous authorisation, the Unique Reference Number (URN) and details of that authorisation to enable cross reference to be done. The Authorising Officer should ensure that there is no conflict with previous or other current authorisations.

4.1.9 If the Authorising Officer is satisfied that Authorisation should be given, he should obtain the reference number from the RIPA Monitoring Officer. He should then sign the form, record the date and time that the Authorisation is given, and endorse the reference number on the form. He should send the original of the form to the RIPA Monitoring Officer (who is responsible for maintaining the Central Register for the whole Council) in a sealed envelope marked "Confidential", keep a copy in his own Department's central file of Authorisations and place a copy on the case file.

4.1.10 In addition, from 1 November 2012, the Protection of Freedoms Act 2012, sections 37 & 38 apply. The effect of this is that the Council still has to authorise Directed Surveillance (when it is available) in the usual manner but any authorisation (or application for renewal) **has to be secondly approved by a Justice of the Peace**. The Authority will have to make an appointment with the

Magistrates' Court office; supply the Court with a copy of the RIPA form together with a cover application form and then attend a hearing at which, hopefully, the JP will approve the authorisation. JP approval will also be necessary for any renewal of an authorisation.

4.1.11 The Guidance says that any applications before the Magistrates are deemed 'legal proceedings' and that presenting officers should be authorised under section 223 of the Local Government Act 1972 to appear on behalf of the Council. Appropriate authorisations may be obtained from the RIPA Monitoring Officer. Appointments with the Justices of the Peace are made via the Carlisle Magistrates' Court Office. Practically, officers should contact the RIPA Monitoring Officer or Deputy who will allocate a member of the legal services team to assist with making the Court appointment and application process (including the hearing). Helpful information regarding the application process may be found in the RIPA guidance issued by the Home Office to the Magistrates' Courts (section 5 refers to the application process):

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/118174/magistrates-courts-eng-wales.pdf

4.2 The Conditions for Authorisation - Directed Surveillance

4.2.1 For Directed Surveillance no officer shall grant an authorisation for the carrying out of directed surveillance unless he believes:

(a) that an authorisation is necessary (on the ground detailed below); and

(b) the authorised surveillance is proportionate to what is sought to be achieved by carrying it out.

4.2.2 An authorisation is **necessary** if it is for the purpose of preventing or detecting crime or of preventing disorder;

4.2.3 Significant consideration must be given to the issue of **necessity**. Everyone has the right to respect for his private and family life (Article 8, Human Rights Act

1998). There shall be no interference with this right other than is necessary in the interests of, inter alia, public safety, the prevention of crime and disorder, the protection of health or morals, or for the protection of the rights and freedoms of others. “Necessity” has to be established on the facts of each individual case before an individual’s rights of privacy can be legitimately infringed. Consideration must be given as to why it is necessary to use covert surveillance in the investigation.

4.2.4 Section 80 of RIPA provides a general saving for lawful conduct, i.e. if the conduct in question does not require authorisation under the Act and is lawful in any event then it continues to be lawful. The effect of this section is that if the Council’s duty can be carried out without recourse to an authorisation then that is the preferred way to do it. In other words, if the required information can be obtained by overt means in any given circumstance, covert surveillance can never be necessary. The authorisation forms contain a section in which the applicant is required to identify why covert surveillance is necessary in any given case. **It is the task of the authorising officer to apply his mind to this, as well as proportionality, before granting an authorisation.**

4.2.5 In addition, the authorisation for the activity must be **proportionate**. This involves a balancing exercise of the need for the activity in operational terms against the degree of interference with the rights of the subject of the surveillance and of any other persons. It will not be proportionate if the interference is excessive in the circumstances of the case or if the information could have been obtained using less intrusive means. All activity must be carefully managed and must not be arbitrary or unfair. When assessing proportionality, consideration must be given to whether the proposed covert surveillance is proportional:

- a) To the mischief being investigated;
- b) To the degree of likely intrusion on the target and others; and
- c) Whether other reasonable means of obtaining the evidence have been considered and discounted.

4.2.6 The onus is therefore on the **Authorising Officer** who is considering an

application to authorise such surveillance to be satisfied that it is:

- (a) necessary for the ground stated above and;
- (b) is proportionate to its aim.

4.2.6 The Home Office Code of Practice (August 2018)¹ states that a potential model application would make clear that the following elements of proportionality had been fully considered:

- a. Balancing the size and scope of the operation against the gravity and extent of the perceived mischief.
- b. Explaining how and why the methods to be adopted will cause the least possible intrusion on the subject and others.
- c. Considering whether the activity is an appropriate use of the legislation and a reasonable way, having considered all reasonable alternatives, of obtaining the information sought.
- d. Evidencing, as far as reasonably practicable, what other methods had been considered and why they were not implemented, or have been implemented unsuccessfully.

4.2.7 The **conduct** that is authorised by an authorisation is any conduct which

- (a) consists of the carrying out of Directed Surveillance of any such description as is specified in the authorisation; and
- (b) is carried out in the circumstances specified in the authorisation and for the purposes of the investigation or operation specified or described in the authorisation.

It therefore follows that if Directed Surveillance that is actually conducted is other than that specified in the authorisation and/or is carried out in circumstances other than those so specified, and/or for a purpose other than that so specified, it

¹ Para 4.7

will be unauthorised and unlawful. Careful thought should therefore be given when framing an application for authorisation as to the:

- scope of the directed surveillance;
- the circumstances in which it shall be conducted;
- the purpose of the investigation.

The wider the scope of this authorisation the easier it will be to demonstrate that the activities fell within it. On the other hand, it should not be drafted so widely as to be meaningless! The scope of an authorisation should not be widened on a “just in case” basis.

It is also sensible to make any authorisation sufficiently wide enough to cover all the measures required as well as being able to prove effective monitoring of what is done against what is authorised.

4.2.8 Consideration should be given as to whether there is any possibility that **collateral intrusion** may occur. Collateral intrusion is when the privacy of persons who are other than the subject/s of the investigation/operation is impinged upon. Wherever possible steps should be taken to minimise interference in the lives of persons who are not subject(s) of the investigation. An application for authorisation should therefore include an assessment of the risk of collateral intrusion. If anticipated, the potential for intrusion of this type should be minimised. The ongoing possibility for collateral intrusion should be monitored by the Authorising Officer, such monitoring should form part of the continuing review process to which authorisations are subject. The potential for collateral intrusion may be significant enough to warrant refusal of the application for authorisation. If, during the course of an investigation/operation, the privacy of persons other than the subjects of the investigation/operation are unexpectedly interfered with, this should be reported to the Authorising Officer and he should consider whether the original authorisation should be amended or whether a separate authorisation is required.

4.2.9 **Collateral intrusion** is perhaps the most important aspect of proportionality

because it constitutes an invasion of the privacy of persons who are not the target of the surveillance who may not be connected in any way to the ongoing investigation and are probably entirely innocent.

4.2.10 Authorisations shall be given in **writing** by the Authorising Officer. Authorising Officers should not generally be responsible for authorising their own activities but exceptionally this might be unavoidable.

4.2.11 Written application for a directed surveillance authorisation should describe any conduct to be authorised and the purpose of the investigation or operation. The application should also include:

- the reasons why the authorisation is necessary in the particular case and on which statutory ground(s) (e.g. for the purpose of preventing or detecting crime) listed in Section 28(3) of the 2000 Act;
- the nature of the surveillance;
- the identities, where known, of those to be the subject of the surveillance;
- a summary of the intelligence case and appropriate unique intelligence references where applicable;
- an explanation of the information which it is desired to obtain as a result of the surveillance;
- the details of any potential collateral intrusion and why the intrusion is justified;
- the details of any confidential or privileged information that is likely to be obtained as a consequence of the surveillance;
- where the purpose, or one of the purposes, of the authorisation is to obtain information subject to legal privilege⁴³, an assessment of why there are exceptional and compelling circumstances that make this necessary;

- the reasons why the surveillance is considered proportionate to what it seeks to achieve; and
- the level of authorisation required (or recommended where that is different) for the surveillance.
- applications should avoid any repetition of information;
- information contained in applications should be limited to that required by the relevant legislation and the requirements of this code;
- the case for the warrant or authorisation should be presented in the application in a fair and balanced way. In particular, all reasonable efforts should be made to take account of information which support or weakens the case for the warrant or authorisation;
- an application should not require the sanction of any person in a public authority other than the authorising officer;
- where it is foreseen that other agencies will be involved in carrying out the surveillance, these agencies should be detailed in the application;
- authorisations or warrants should not generally be sought for activities already authorised following an application by the same or a different public authority.
- and subsequently record whether authority was given or refused, by whom and the time and date.

4.2.12 Code of Practice Guidance for the Council

The Protection of Freedoms Act 2012 amended the 2000 Act to make local authority authorisations subject to judicial approval. The change means that local authorities need to obtain an order approving the grant or renewal of an authorisation from a judicial authority, before it can take effect. In England and Wales an application for such an order

must be made to a Justice of the Peace (JP). If the JP is satisfied that the statutory tests have been met and that the use of the technique is necessary and proportionate, he or she will issue an order approving the grant or renewal for the use of the technique as described in the application. The amendment means that local authorities are no longer able to orally authorise the use of RIPA techniques. All authorisations must be made in writing and require JP approval. The authorisation cannot commence until this has been obtained.

The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) (Amendment) Order 2012 has the following effect.

- The Council can only authorise use of directed surveillance under RIPA to prevent or detect criminal offences that are either punishable, whether on summary conviction or indictment, by a maximum term of at least 6 months' imprisonment **or** are related to the underage sale of alcohol and tobacco or nicotine inhaling products. The offences relating to the latter are in article 7A of the 2010 RIPA Order.
- The Council **cannot** authorise directed surveillance for the purpose of preventing disorder unless this involves a criminal offence(s) punishable (whether on summary conviction or indictment) by a maximum term of at least 6 months' imprisonment.
- The Council may therefore continue to authorise use of directed surveillance in more serious cases as long as the other tests are met – i.e. that it is necessary and proportionate and where prior approval from a JP has been granted. Examples of cases where the offence being investigated attracts a maximum custodial sentence of six months or more are ones involving more serious criminal damage or dangerous waste dumping.
- The Council may also continue to authorise the use of directed surveillance for the purpose of preventing or detecting specified criminal offences relating to the underage sale of alcohol and tobacco where the necessity and proportionality test is met and prior approval from a JP has been granted. In Carlisle, this type of offence is dealt with by the County Council.

- The Council **may not authorise** the use of directed surveillance under RIPA to investigate disorder that does not involve criminal offences or to investigate low-level offences which may include, for example, littering, dog control and fly-posting.
- Within the Council, the senior responsible officer should be a member of the corporate leadership team and should be responsible for ensuring that all authorising officers are of an appropriate standard in light of any recommendations in the inspection reports prepared by the Investigatory Powers Commissioner. Where an inspection report highlights concerns about the standards of authorising officers, this individual will be responsible for ensuring the concerns are addressed. Carlisle City Council's senior responsible officer is the Corporate Director of Governance and Regulatory Services.
- Elected members of the Council should review the authority's use of the 1997 Act and the 2000 Act and set the policy at least once a year. They should also consider internal reports on use of the 1997 Act and the 2000 Act on a regular basis to ensure that it is being used consistently with the local authority's policy and that the policy remains fit for purpose.

YOU ARE RECOMMENDED TO SEEK ADVICE FROM THE LEGAL SERVICES UNIT WHEN CONSIDERING ANY APPLICATION FOR A CHIS AUTHORISATION OR ANY MATTER RELATED THERETO

4.3 Conditions for Authorisation - Covert Use of Human Intelligence Sources

- 4.3.1 The Authorising Officer must be satisfied that the use of a Covert Human Intelligence Source is necessary and proportionate. In these respects the principles set out in paragraph 4.2 should be applied. Authorisations should be given in writing and Authorising Officers should not be responsible for authorising their own activities eg acting as source or tasking a source save

exceptionally where this would otherwise be unavoidable. **Note that the same secondary authorisation process by a Justice of the Peace, both for initial authorisations and their renewal, apply to CHIS** (see 4.1.10 and 4.1.11).

4.3.2 An application for the use or conduct of a source should record:

- details of the purpose for which the source will be tasked or deployed (e.g. in relation to anti-social behaviour);
- the grounds on which authorisation is sought (eg for the purpose of preventing or detecting crime or preventing disorder);
- where a specific investigation or operation is involved, details of that investigation or operation;
- details of what the source will be tasked to do;
- details of the level of authority required (or recommended, where that is different);
- details of potential collateral intrusion;
- details of any confidential material that might be obtained as a consequence of the authorisation.

4.3.3 The conduct so authorised is any conduct that:

- (a) is comprised in any such activities involving conduct of a Covert Human Intelligence Source, or the use of a Covert Human Intelligence Source, as are specified or described in the authorisation;
- (b) consists in conduct by or in relation to the person who is so specified or described as the person to whose actions as a Covert Human Intelligence Source the authorisation relates; and

(c) is carried out for the purposes of, or in connection with, the investigation or operation so specified or described.

4.3.4 Nothing in the 2000 Act prevents material obtained from the use or conduct of the source being used in evidence in Court proceedings. Existing Court discretion and procedures can protect, where appropriate, the disclosure of the source's identity.

4.3.5 The Authorising Officer must consider the safety and welfare of that source, and the foreseeable consequences to others of the tasks they are asked to carry out. A **risk assessment** should be carried out before authorisation is given. Consideration for the safety and welfare of the source, even after cancellation of the authorisation, should also be considered.

4.3.6 Before authorising the use or conduct of a source, the Authorising officer should believe that the conduct/use including the likely degree of **intrusion** into the privacy of those potentially affected is proportionate to what the use or conduct of the source seeks to achieve. He should also take into account the risk of intrusion into the privacy of persons other than those who are directly the subjects of the operation or investigation ("collateral intrusion": for an explanation as to the meaning of this reference should be made to paragraph 4.2.8 above). Measures should be taken, wherever practicable, to avoid unnecessary intrusion into the lives of those not directly connected with the operation.

4.4 **Record Keeping in relation to Sources**

4.4.1 Accurate and proper recording keeping should be kept about the source and tasks undertaken although the confidentiality of the source must be maintained. Records of all authorisations should be maintained on the Central Register of Authorisations referred to in Section 5 of this Protocol which should contain the following information:

- the authorisation together with any supplementary documentation and

notification of the approval given by the Authorising Officer;

- any renewal of an authorisation, together with the supporting documentation submitted when the renewal was requested;
- the reason why the person renewing an authorisation considered it necessary to do so;
- any risk assessment made in relation to the source;
- the circumstances in which tasks were given to the source;
- the value of the source to the investigating authority;
- a record of the results of any reviews of the authorisation;
- the reasons, if any, for not renewing an authorisation;
- the reasons for cancelling an authorisation;
- the date and time when any instruction was given by the Authorising Officer to cease using a source.

These records shall be retained and then deleted 3 years from the ending of the authorisation.

RIPA provides that an Authorising Officer must not grant an authorisation for the conduct or use of a source unless he believes that there are arrangements in place for ensuring that there is at all times a person with the responsibility for maintaining a record of the use made of the source.

- 4.4.2 Records should be kept not only of the Authorisation but of the use of the source as well. The records should contain particulars of:

- (a) the identity of the source;
- (b) the identity or identities used by the source, where known;
- (c) the means used within the Council of referring to the source;
- (d) any other significant information connected with the security and welfare of the source;
- (e) any confirmation made by a person granting or renewing an authorisation for the conduct or use of a source that the information in (d) has been considered and that any identified risks to the security and welfare of the source have been properly explained to and understood by the source;
- (f) the date when and circumstances in which the source was recruited;
- (g) where applicable, the relevant investigating authority in relation to the source (other than the authority that is maintaining the records);
- (h) the identities of the persons in the relevant investigating authority who, in relation to the source, are discharging or have discharged the responsibilities mentioned in paragraph 4.5.2 of this Protocol where relevant;
- (i) the period for which those responsibilities have been discharged by those persons;
- (j) the tasks that are given to the source and the demands made of him in relation to his activities as a source;
- (k) all contacts or communications between the source and a person acting on behalf of the Council;
- (l) the information obtained by the Council by the conduct or use of the source;

- (m) the information so obtained which is disseminated by the Council;
- (n) in the case of a source who is not an undercover operative, every payment, benefit or reward or every offer of a payment, benefit or reward that is made or provided by or on behalf of the Council in respect of the source's activities for the benefit of the Council.

4.4.3 The records must be maintained in such a way so as to preserve the anonymity of the source and the information provided by the source. The RIPA Monitoring Officer shall be responsible for maintaining the Central Register of Authorisations which will include the information referred to in paragraph 4.4.1 relating to Authorisations and the Authorising Officer shall maintain the information referred to in paragraph 4.4.2 above relating to the use of the source.

4.5 **Management and Tasking of Sources**

4.5.1 The Authorising Officer must ensure that satisfactory arrangements exist for the management of the source and for bringing to his attention any concerns about the personal circumstances of the source in so far as they might affect:

- the validity of the risk assessment;
- the proper conduct of the source operation, and
- the safety and welfare of the source.

Where such information is brought to the attention of the Authorising Officer, he shall determine whether or not the authorisation shall continue.

4.5.2 RIPA requires that the Council in common with other public authorities; ensures that arrangements are in place for the proper management and oversight of sources including:

- an Officer of the Council will have responsibility for dealing with the source

on behalf of the Council ("the Dealing Officer"): this person will usually be below the grade of Authorising Officer;

- another Officer shall have general oversight of the use made of the source ("the Oversight Officer").

4.5.3 The Dealing Officer will have day to day responsibility for:

- dealing with the source on behalf of the Council;
- directing the day to day activities of the source;
- recording the information applied by the source; and,
- monitoring the source's security and welfare.

4.5.4. It will always be sensible to give careful consideration to the scope of tasking of the source. Whenever it becomes apparent to the Dealing Officer or the Oversight Officer that unforeseen action has taken place or where it is intended to task the source in a new or significantly greater way, they must refer the proposed tasking to the Authorising Officer who will consider whether a separate authorisation is required.

4.5.5 Whenever the Council deploys a source it should take into account the safety and welfare of the source when carrying out the action which he has been tasked to do. As stated at paragraph 4.3.5 above, before authorising the use or conduct of a source, the Authorising Officer should ensure that a risk assessment has been carried out. The Dealing Officer is responsible for bringing to the attention of the Oversight Officer any concerns about the personal circumstances of the source including the validity of the risk assessment, the conduct of the source and the safety and welfare of the source. Where appropriate these concerns should be considered by the Authorising Officer who will decide whether or not to allow the authorisation to continue.

4.6 Limits of Source's Authority

A source may, in the context of an authorised operation, infiltrate existing criminal activity, or be a party to the commission of criminal offences, within the limits recognised by law. A source who acts beyond these limits will be at risk of prosecution. The need to protect the source cannot alter this principle.

4.7 Cultivation of a source

4.7.1 Cultivation is the process of developing a relationship with a potential source, with the intention of:

- Covertly making a judgement as to his/her likely value as a source of information;
- Covertly determining whether and, if so, the best way in which to propose to the subject that he/she become a source.

4.7.2 It may be necessary to infringe the personal privacy of the potential source in the process of cultivation. In such cases, authorisation is needed for the cultivation process itself, as constituting the conduct (by the person undertaking the cultivation) of a source.

4.8 Use and conduct of a source

Authorisation for the use and conduct of a source is required prior to any tasking. Tasking is an assignment given to the source, asking him or her to obtain information, to provide access to information or to otherwise act, incidentally, for the benefit of the relevant public authority. It may involve the source infiltrating existing criminal activity in order to obtain that information.

4.9 Vulnerable individuals

Vulnerable individuals should only be authorised to act as source in the most exceptional circumstances. The meaning of the term Vulnerable Individual is a person who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or unable to protect himself against significant harm or exploitation. Only the Chief Executive or in his absence, a Chief Officer may grant an Authorisation for the use of a vulnerable individual.

4.10 Juvenile sources

4.10.1 Special safeguards also apply to the authorisation for the use or conduct of juvenile sources; that is sources under the age of 18 years. On no occasion should the use or conduct of a source under 16 years of age be authorised to give information against his or her parents. In other cases, authorisations should not be granted unless:

- A risk assessment has been undertaken as part of the application to deploy a juvenile source, covering the danger of physical injury and the psychological aspects (eg distress) of his or her deployment;
- The risk assessment has been considered by the authorising officer and he has satisfied himself that any risk identified in it have been properly explained and understood, by the source; and
- The authorising officer has given particular consideration as to whether the juvenile is to be tasked to get information from a relative, guardian or any other person who has for the time being assumed responsibility for his welfare and whether the authorisation is justified in the light of that fact.

4.10.2 In addition, juvenile authorisations should not be granted unless the Authorising Officer believes that arrangements exist which will ensure that there will at all times be a person who has responsibility for ensuring that an appropriate adult will be present between any meetings between the authority and a source under

16 years of age. An "Appropriate Adult" is the parent or guardian of the source; any other person who has assumed responsibility for his welfare or in the absence of any of the foregoing any responsible person aged 18 or over who is not a member of nor employed by the Council.

4.10.3 The duration of an Authorisation is **one month** instead of 12 months.

4.10.4 Only the Chief Executive or in his absence a Chief Officer may grant an Authorisation of the use of a juvenile.

4.11 Not used.

4.12 **Confidential Material**

4.12.1 RIPA does not provide any special protection for 'confidential material'. Briefly "confidential material" has a special meaning under RIPA and comprise any of the following:

- communications subject to legal privilege;
- confidential personal information;
- confidential journalistic material;

For a further explanation of these terms please refer to the definitions section in Appendix 1.

Nevertheless, such material is particularly sensitive, and is subject to additional safeguards under the Home Office codes. In cases where the likely consequence of the conduct of a source would be for any person to acquire knowledge of Confidential Material, the deployment of the source should be subject to special authorisation by the Head of the Paid Service (Town Clerk and Chief Executive) or (in his/her absence) a Chief Officer. Careful attention should be paid to the provisions in the Home Office codes (Chapter 3 of the Covert

Surveillance Code of Practice and Chapter 3 of the Covert Human Intelligence sources Code of Practice).

4.12.2 In general, any application for an authorisation which is likely to result in the acquisition of Confidential Material should include an assessment of how likely it is that Confidential Material will be acquired. Special care should be taken where the target of the investigation is likely to be involved in handling Confidential Material. Such applications should only be made in exceptional and compelling circumstances with full regard to the proportionality issues this raises.

4.12.3 The following general principles apply to Confidential Material acquired under Part II authorisations:

- Those handling material from such operations should be alert to anything which may fall within the definition of Confidential Material. Where there is doubt as to whether the material is confidential, advice should be sought from the RIPA Monitoring Officer before further dissemination takes place;
- Furthermore, careful regard should be had to the provisions in the Home Office Codes of Practice relating to confidential material referred to above.
- Confidential Material should not be retained or copied unless it is necessary for a specified purpose;
- Confidential Material should be disseminated only where an appropriate officer (having sought advice from a legal officer) is satisfied that it is necessary for a specific purpose;
- The retention or dissemination of such information should be accompanied by a clear warning of its confidential nature. It should be safeguarded by taking reasonable steps to ensure that there is no possibility of it becoming available, or its content being known, to any person whose possession of it might prejudice any criminal or civil proceedings related to the information.

- Confidential Material should be destroyed as soon as it is no longer necessary to retain it for a specified purpose.

4.13 Combined authorisations - joint working etc

4.13.1 In cases of joint working i.e. with other agencies on the same operation, authority for directed surveillance by the Council's Officers must be obtained from the Council's Authorising Officers. Authority cannot be granted by the Benefit Authority's Authorising Officers for the actions of Council staff and vice versa.

4.13.2 The above paragraph refers to joint operations where the Council is working on the same operation as a partner agency. However, it is also possible for one organisation to act as 'principal' and one as 'agent' (i.e. the 'agent' is not necessarily carrying out the activities as part of its own operations). The 'principal' organisation will issue the authorisation and ensure that the agent is fully aware of the precise terms of the surveillance to be carried out, thus ensuring that the limits imposed by the authorisation on invasion of privacy are observed. If no collaboration agreement exists between the parties it is wise for the arrangement to be recorded in writing and the 'agent' should acknowledge that they act in the said capacity and will comply with the authorisation.

4.13.2 Although it is possible to combine two authorisations in one form the Council's practice is for separate forms to be completed to maintain the distinction between Directed Surveillance and the Use of a Covert Human Intelligence Source.

4.14 Duration/Renewals

4.14.1 Authorisations lapse, if not renewed:

- 12 months - if in writing/non-urgent - from date of last renewal if it is for the conduct or use of a Covert Human Intelligence Source (Juvenile CHIS authorisation = one month) or

- in all other cases (ie Directed Surveillance) 3 months from the date of their grant or latest renewal.

4.14.2 An authorisation can be renewed at any time before it ceases to have effect by any person entitled to grant a new authorisation in the same terms. (See paragraph 4.15.4 below)

However, for the conduct of a Covert Human Intelligence Source, a person should not renew unless a review has been carried out and that person has considered the results of the review when deciding to renew or not. A review must cover what use has been made of the source, the tasks given to them and information obtained.

4.14.3 Regular reviews should be carried out of all authorisations which have been issued: it is for the Authorising Officer to determine the frequency of reviews to be carried out. Once a review has been conducted the result should be notified in writing to the RIPA Monitoring Officer in order that it may be recorded on the Central Register. In the case of CHIS authorisations, the review should include the use made of the source, the tasks given to the source and the information obtained from the source. In particular, reviews should be carried out frequently when it is likely that confidential material may be obtained or collateral intrusion may take place.

4.14.4 An authorisation may be reviewed, renewed, before it is due to expire, and such renewal for up to a further 3 months (Directed Surveillance or, 12 months CHIS) if the Authorising Officer considers this to be necessary. An application for renewal, in the case of Directed Surveillance should record:

- whether this is the first renewal or every occasion on which the authorisation has been renewed previously;
- any significant changes to the information in paragraph 4.2.8 (Directed Surveillance) or 4.3.2 (CHIS);

- the reasons why it is necessary to continue with the Directed Surveillance/use of the source;
- the content and value to the investigation or operation of the information so far obtained by the surveillance;
- in the case of a CHIS the use made of the source since the date of the authorisation/renewal the tasks given to him and the information obtained from him;
- the results of regular reviews of the investigation or operation.

Authorisations may be renewed more than once, if necessary, and the renewal should be kept/recorded as part of the central record of authorisations. Note that it is necessary to obtain the approval of a Justice of the Peace for any renewal.

4.15 **Cancellations**

The Authorising Officer has a statutory duty to cancel an authorisation once satisfied that the criteria for authorisation of Directed Surveillance or the use or conduct of a source (as appropriate) are no longer satisfied (s45 RIPA). Cancellations should be made by the Authorising Officer **as soon** as the conduct is no longer required. If the Authorising Officer is no longer available, the task will fall on the person who has taken over the role of Authorising Officer. Cancellations shall contain the information and Authorising Officer Directions in accordance with the Code of Practice.

4.16 **Retention and destruction of product**

4.16.1 Authorising Officers are reminded of the guidance relating to the retention and destruction of Confidential Material as described in paragraph 4.12 above.

4.16.2 Authorising Officers are responsible for ensuring that authorisations undergo

timely reviews and are cancelled promptly after Directed Surveillance activity is no longer necessary.

- 4.16.3 Authorising Officers must ensure that copies of each authorisation are sent to the RIPA Monitoring Officer as described in Section 5 below.
- 4.16.4 Authorisations for Directed Surveillance or CHIS are to be securely retained by the Authorising Officer, for a period of 3 years from the ending of the Authorisation and subsequently securely destroyed. Where it is believed that the records could be relevant to pending or future criminal proceedings, they should be retained for a suitable further period, in accordance with established disclosure requirements (e.g. Civil Procedure Rules; Code of Practice under the Criminal Procedures and Investigations Act (1996)) commensurate to any subsequent review. Once the investigation is closed (bearing in mind cases may be lodged sometime after the initial work) the records held by the Directorate should be disposed of in an appropriate manner (e.g. shredded).
- 4.16.5 Authorising officers must ensure compliance with the appropriate data protection requirements and the relevant codes of practice in the handling and storage of material. Where material is obtained by Directed Surveillance or through use of a CHIS which is wholly unrelated to a criminal or other investigation or to any person who is the subject of the investigation, and there is no reason to believe it will be relevant to future civil or criminal proceedings, it should be destroyed immediately. Consideration of whether or not unrelated material should be destroyed is the responsibility of the Authorising Officer.
- 4.16.6 There is nothing in the RIPA that prevents material obtained through the proper use of the authorisation procedures from being used in other investigations. However, the use outside the authority which authorised the surveillance, or the courts, of any material obtained by means of covert surveillance and, other than in pursuance of the grounds on which it was obtained, should be authorised only in the most exceptional circumstances.

SECTION 5

CENTRAL REGISTER OF AUTHORISATIONS

AND RETENTION REQUIREMENTS

5.1. The Council has a Statutory Monitoring Officer who also fulfils the responsibility of the Council's RIPA Monitoring Officer. As such, the RIPA Monitoring Officer is responsible for the oversight of the Council's RIPA activities, the maintenance of the RIPA Protocol, maintenance of the Central Register of Authorisations. The RIPA Monitoring Officer will ensure that all involved have the appropriate level of training. He or she provides definitive advice for the purposes of RIPA and officers should not hesitate to seek assistance if required. In the absence of the RIPA Monitoring Officer the Deputy Monitoring Officer will also act as Deputy RIPA Monitoring Officer.

5.2 The RIPA requires a central register of all authorisations to be maintained by authorities coming within the Act. The Council's RIPA Monitoring Officer maintains this register. The following information shall be centrally retrievable for a period of at least three years:

- the type of authorisation/warrant;
- the date the authorisation was given;
- name and rank/grade of the authorising officer;
- the unique reference number (URN) of the investigation or operation (if applicable);
- the title of the investigation or operation, including a brief description and names of subjects, if known;
- whether the urgency provisions were used, and if so why;

- for local authorities, details of attendances at the magistrates' court to include the date of attendances at court, the determining magistrate, the decision of the court and the time and date of that decision;
- the dates of any reviews;
- if the authorisation has been renewed, when it was renewed and who authorised the renewal, including the name and rank/grade of the authorising officer;
- whether the authorised activity is likely to result in obtaining confidential or privileged information as defined in this code of practice⁶⁷;
- whether the authorisation was granted by an individual directly involved in the investigation;
- the date the authorisation was cancelled;
- where any application is refused, the grounds for refusal as given by the issuing authority or Judicial Commissioner;
- a record of whether, following a refusal of any application by a Judicial Commissioner, there is an appeal to the Investigatory Powers Commissioner;
- where there is such an appeal and the Investigatory Powers Commissioner also refuses the issuing of an application, the grounds for refusal given.

The following documentation should also be centrally retrievable for at least three years from the ending of each authorisation:

- a copy of the application and a copy of the authorisation together with any supplementary documentation and notification of the approval given by the authorising officer;
- a record of the period over which the surveillance has taken place;

- the frequency of reviews prescribed by the authorising officer;
- a record of the result of each review of the authorisation;
- a copy of any renewal of an authorisation, together with the supporting documentation submitted when the renewal was requested;
- the date and time when any instruction to cease surveillance was given;
- the date and time when any other instruction was given by the authorising officer;
- for local authorities a copy of the order approving or otherwise the grant or renewal of an authorisation from a Justice of the Peace (JP).

5.3 Whenever an authorisation is issued (including renewals and when cancellations are issued) the Authorising Officer must forthwith arrange for a the fully detailed Authorisation (including the JP authorisation) to be sent to the RIPA Monitoring Officer in a sealed envelope marked “Confidential” and to his Directorate’s Record holder, with a further copy being placed on the individual case file.

5.4 In addition, the following documentation should be retained, by the Record Holder in the Directorates where authorisation has taken place:

- a copy of the application and a copy of the authorisation together with any supplementary documentation and notification of the approval given by the Authorising Officer and the Justice of the Peace;
- a record of the period over which the investigation/surveillance has taken place;
- the frequency of reviews prescribed by the Authorising Officer;
- a record of the result of each review of the authorisation;
- a copy of any renewal of an authorisation, together with the supporting documentation submitted when the renewal was requested;

- the date and time when any instruction was given by the Authorising Officer.
- a copy of any cancellation of the authorisation.

5.5 The RIPA Monitoring Officer or his nominated deputy shall be responsible on a monthly basis for reviewing any outstanding authorisations contained within the Central Register. In particular, the RIPA Monitoring Officer should ascertain whether authorisations have been reviewed or cancelled as appropriate by the relevant Authorising Officer.

5.6 The RIPA Monitoring Officer should signify that the required monthly review has been satisfactorily conducted by signifying to this effect on the review log contained within the Central Register of Authorisations.

SECTION 6

CODES OF PRACTICE

- 6.1 There are Home Office codes of practice that expand on this guidance and copies are available on the Home Office website or on request from Legal Services.
- 6.2 The codes do not have the force of statute but are admissible in evidence in any criminal and civil proceedings. The 2000 Act provides that all codes of practice issued under the Act are admissible as evidence in criminal and civil proceedings. Any court or tribunal considering such proceedings, the Investigatory Powers Tribunal, or the Investigatory Powers Commissioner responsible for overseeing the relevant powers and functions, may take the provisions of the codes of practice into account. Public authorities may also be required to justify, with regard to this code, the use or granting of authorisations in general or the failure to use or grant authorisations where appropriate.
- 6.3 Staff should refer to the Home Office Codes of Practice via the links in the relevant appendices:-
- Covert Surveillance Code of Practice (Appendix 2) – this contains guidance on Directed Surveillance at Chapter 3;
 - Covert Human Intelligence Sources Code of Practice (Appendix 3).
- 6.4 The front page of this Policy also provides a link to the Investigatory Powers Commissioner's Office website which provides guidance and procedures.

SECTION 7

BENEFITS OF OBTAINING AUTHORISATION UNDER THE 2000 ACT.

7.1 Authorisation of surveillance and human intelligence sources

The RIPA states that

- if authorisation confers entitlement to engage in a certain conduct and
- the conduct is in accordance with the authorisation, then
- it shall be “lawful for all purposes”.

However, the corollary is not true – i.e. if you do not obtain the RIPA authorisation it does not automatically make any conduct unlawful (e.g. use of intrusive surveillance by local authorities). However, you cannot take advantage of any of the special RIPA benefits and that may entail that any enforcement action taken by the Council following unauthorised conduct may be subject to collateral challenge under the Human Rights Act 1998. Furthermore, if a person can prove that their Article 8 rights have been infringed as a result of unauthorised conduct they may sue the Council and claim compensation.

7.2 The RIPA states that a person shall not be subject to any civil liability in relation to any conduct of his which -

- (a) is incidental to any conduct that is lawful by virtue of S27(1); and
- (b) is not itself conduct an authorisation or warrant for which is capable of being granted under a relevant enactment and might reasonably be expected to have been sought in the case in question.

SECTION 8

SCRUTINY AND TRIBUNAL

8.1 To effectively "police" RIPA, there is provision for the setting up of Commissioners to provide independent oversight carried out thereunder. It provides for the appointment of a Chief Surveillance Commissioner to keep under review, among others, the exercise and performance by the persons on whom are conferred or imposed, of the powers and duties in Part II. This includes authorising Directed Surveillance and the use of Covert Human Intelligence Sources. Accordingly, this role is carried out by the Investigatory Powers Commissioner's Office: <https://www.ipco.org.uk/> .

8.2 RIPA also provides for the establishment of a tribunal to consider and determine complaints made under the RIPA. It will be made up of senior members of the legal profession or judiciary and shall be independent of the Government. The Tribunal has full powers to investigate and decide any case within its jurisdiction. The Investigatory Powers Tribunal fulfils this role: <https://www.ipt-uk.com/Default.asp> .

Complaints can be made by persons aggrieved by conduct e.g. Directed Surveillance. The forum hears applications on a judicial review basis. Claims should be brought within one year unless it is just and equitable to extend that.

The tribunal can order, among others, the quashing or cancellation of any warrant or authorisation and can order destruction of any records or information obtained by using a warrant or authorisation or records of information held by any public authority in relation to any person. The Council is, however, under a duty to disclose or provide to the tribunal all documents they require if

- It has granted any authorisations under Part II of the 2000 Act.
- It has engaged in any conduct as a result of the authorisation.

- We hold the rank, office and position in a public authority for whose benefit any such authorisation has been or may be given.

Definitions from the 2000 Act

- “1997 Act” means the Police Act 1997.
“2000 Act” means the Regulation of Investigatory Powers Act 2000.
- **“Confidential Material”** has the same meaning as it is given in sections 98-100 of the 1997 Act.

It consists of:

- (a) matters subject to legal privilege;
 - (b) confidential personal information; or
 - (c) confidential journalistic material.
- **“Matters subject to legal privilege”** includes both oral and written communications between a professional legal adviser and his/her client or any person representing his/her client, made in connection with the giving of legal advice to the client or in contemplation of legal proceedings and for the purposes of such proceedings, as well as items enclosed with or referred to in such communications. Communications and items held with the intention of furthering a criminal purpose are not matters subject to legal privilege (see Note A below)
 - **“Confidential Personal Information”** is information held in confidence concerning an individual (whether living or dead) who can be identified from it, and relating:

(a) to his/her physical or mental health; or

(b) to spiritual counselling or other assistance given or to be given, and

which a person has acquired or created in the course of any trade, business, profession or other occupation, or for the purposes of any paid or unpaid office (see Note B below). It includes both oral and written information and also communications as a result of which personal information is acquired or created. Information is held in confidence if:

(c) it is held subject to an express or implied undertaking to hold it in confidence; or

(d) it is subject to a restriction on disclosure or an obligation of secrecy contained in existing or future legislation.

- **“Confidential Journalistic Material”** includes material acquired or created for the purposes of journalism and held subject to an undertaking to hold it in confidence, as well as communications resulting in information being acquired for the purposes of journalism and held subject to such an undertaking.
- **“Covert Surveillance”** means surveillance which is carried out in a manner calculated to ensure that the persons subject to the surveillance are unaware that it is or may be taking place;
- For the purposes of authorising directed surveillance under the 2000 Act an “authorising officer” means the person designated for the purposes of section 28 of the 2000 Act to grant authorisations for directed surveillance.
- **“Working Day”** means any day other than a Saturday, a Sunday, Christmas Day, Good Friday or a day which is a bank holiday under the Banking and Financial Dealings Act 1971 in any part of the United Kingdom

Note A. *Legally privileged communications will lose their protection if there is evidence, for example, that the professional legal adviser is intending to hold or use them for a criminal purpose; privilege is not lost if a professional legal adviser is properly advising a person who is suspected of having committed a criminal offence. The concept of legal privilege shall apply to the provision of professional legal advice by any agency or organisation.*

Note B. *Confidential personal information might, for example, include consultations between a health professional or a professional counsellor and a patient or client, or information from a patient's medical records.*

APPENDIX 2

COVERT SURVEILLANCE

CODES OF PRACTICE

<https://www.gov.uk/government/collections/ripa-codes>

APPENDIX 3

COVERT HUMAN INTELLIGENCE SOURCES

CODE OF PRACTICE

<https://www.gov.uk/government/publications/covert-surveillance-and-covert-human-intelligence-sources-codes-of-practice>

APPENDIX 4

LIST OF AUTHORISING OFFICERS

Corporate Director of Finance and Resources	Alison Taylor
Development Manager	Christopher Hardman
Regulatory Services Manager	Scott Burns
Town Clerk and Chief Executive (Juvenile or Vulnerable Person CHIS or the acquisition of confidential information.)	Jason Gooding

APPENDIX 5

AUTHORISATION FORMS

All forms may be found from the following link:

<https://www.gov.uk/government/collections/ripa-forms--2>

Note: Carlisle best practice is to obtain the relevant form direct from the RIPA Monitoring Officer to ensure (a) it is the most up to date form and (b) a URN may be allocated.