

ALTERNATIVE DELIVERY ARRANGEMENTS FOR THE ARTS OUT WEST PROGRAMME.

EXECUTIVE MEMBER: Portfolio Holder Cllr Hugh Branney.
LEAD OFFICER: Catherine Coombs, Acting Head of Leisure and Environmental Services.
REPORT AUTHOR: Peter Tyas, Acting Cultural Services Manager.

Summary and Recommendation:

To delegate authority to the Portfolio Holder and Head of Leisure and Environmental Services to develop an agreement for the delivery of the Arts Out West programme. The agreement will add capacity to Arts Out West to sustain the growth of the programme within Copeland and to develop new areas of work which support the development of the cultural infrastructure in the district. These new areas of work will engage the Rosehill Theatre and Whitehaven Civic Hall in a partnership to deliver audience development opportunities in line with the Arts Out West Business Plan.

1. INTRODUCTION

- 1.1 Arts Out West (Rural Tourism Scheme) was developed by the arts development officers of Copeland and Allerdale Borough Councils to enable rural communities to access performing arts of the highest quality. The scheme began with ten village halls, four of which were in Copeland. The scheme's co-ordinator works in partnership with Village Hall committees to develop the skills and confidence of volunteers to enliven their communities and offer a range of cultural activities. In 2000 the arts officers of CBC were successful in fundraising for a part time co-ordinator to enable the scheme to grow and work more effectively with communities.
- 1.2 Copeland Borough Council (CBC) has hosted the Arts Out West co-ordinator post for the past seven years. The Council provides the post with a workstation and use of the internet and telephone system. The post makes use of the mailroom for some high volume mailouts and has a webpage hosted by CBC which requires updating. The post makes use of the legal, financial and Human Resources sections.
- 1.3 The Arts Out West programme has attracted significant investment from external sources over the last five years as a result of a business plan which has delivered a period of sustained growth. Since 2004 CBC has attracted £114,000 from the Arts Council and £58,000 from Cumbria

County Council to deliver a steadily increasing programme with a full time project co-ordinator. Further investment from a range of sources has enabled the programme to increase expenditure on the programme from £36,000 in 2004/5 to £69,000 in 07/08. The CBC investment in the programme has remained static at £5,000 per annum.

- 1.4 In 2008 the arts officers of CBC were successful in applying to get regular funding from the Arts Council for Arts Out West. This regular funding agreement will provide stable investment and enable the co-ordinator to focus efforts on making the most effective use of resources rather than continually apply for grants to cover annual programmes of work. The arts officers made the application on the grounds of the 2007 – 2010 Business Plan, which described the scheme growing to the capacity that a single co-ordinator could deliver and then becoming an independent organisation to allow for further growth. The Business Plan identified the key criteria for the on-going success of the scheme as:

- 'On the doorstep' provision; reducing travel barriers and engaging communities locally.
- Accessibility; in terms of the programme presented and the marketing of the offer.
- Providing choice.
- Support for village halls; including one-to-one support and guidance, training courses and mentoring.
- Positive and active communities.
- Creating networks.
- Development at an appropriate pace

The 2007 – 2010 Business Plan includes an evaluation of the achievements of the previous Business Plan (2004 – 2007) and makes recommendations to ensure continued success and development. These include:

- Arts out West to be established independently of the Local Authority structure.
- To monitor and guide this progress a steering group should be set up, consisting of Local Authority Officers and key partners.
- The central arts programme is nurtured and developed to increase village hall participation.
- The programme of education/outreach work which makes use of touring company's day time availability should be continued and extended.
- The youth arts activity to be continued with key partners to maintain current links and to prevent stagnation within communities.
- Long term funding partnerships are developed on shared agendas to support additional areas of work.

- 1.5 The scheme expanded to the point where no further developments were practicable without recruiting further staff to deliver the programme in

2008. A consultant was, therefore, engaged during the summer of 2008 to examine the various legal structures that would best suit the management and delivery of the Arts Out West programme. This piece of work identified the low turnover of the programme and the reliance upon a single member of staff as significant problems in creating an independent organisation and highlighted a number of areas of vulnerability should the programme continue as it is currently being delivered. The recommendation from the consultant was that a partnership with another organisation within the cultural sector would add stability to both that organisation and the Art Out West programme as well as enable growth to be achieved through sharing resources.

- 1.6 A further consultancy project was completed in the autumn of 2008 which explored the potential partners available in West Cumbria. This project identified four potential external partnerships and the relative merits of each as well as the option to retain the programme within the Council. See section 3 below. The four potential external partners were:
1. Rosehill Theatre, Whitehaven
 2. Kirkgate Centre, Cockermouth
 3. Highlights Rural Touring Scheme, Penrith
 4. Whitehaven Civic Hall, Whitehaven

2. ARGUMENT

- 2.1 The arts services of Copeland and Allerdale Borough Councils developed Arts Out West to deliver a programme of work within the rural areas of West Cumbria. When Arts Out West was developed there were very few organisations within the arts sector operating in West Cumbria. The intention of the arts services was to meet a demand within the community and by doing so create a programme that could become an independent organisation. This would create employment, enliven the rural communities and maximise the potential for inward investment into the area. An independent organisation would have greater fundraising potential and would be able to grow in terms of the number of employees sustained.
- 2.2 The Arts Council began the phased withdrawal of regular funding from all Local Authorities in 2008. This policy decision reflects the national agenda of the Arts Council to move investment away from programmes of work and into the development of organisations. The Arts Council have offered Arts Out West a regular funding agreement on the condition that the organisation that delivers the programme become independent of the Council. Arts Out West does not have sufficient turn-over to be sustainable as an independent organisation which will necessitate the development of a partnership with an existing cultural organisation. The advantages of such a partnership would more than meet the needs of Arts

Out West; such a partnership would add capacity to both organisations; as well as enable additional work areas to be developed deploying the skills, knowledge and capacity of the partners.

- 2.3 The Arts Out West programme has grown to the full extent that a single member of staff can manage. With the programme co-ordinated by an individual there are significant issues of continuity and succession planning. The development of a partnership will enable Arts Out West to grow as an organisation and to develop new areas of work.
- 2.4 The partner organisation would have to be able to provide office space, administration and marketing support with significant economies of scale. This would reduce the risks identified in the consultants' reports and provide sufficient additional resources for the programme co-ordinator to focus upon increasing the services provided to the community.
- 2.5 The partner organisation would have to provide additional capacity to develop new areas of work which are a priority for Arts Out West. These include; rural cinema, arts and crafts tours, and volunteer training programmes.
- 2.6 The partner organisation would have to provide support in fundraising and delivering education and outreach work to further the audience development aims of Arts Out West.

3. OPTIONS TO BE CONSIDERED

- 3.1 There are five possible options for a partnership: See table below.
- 3.2 Within each of the options the budget for the delivery of the Arts Out West programme would be held as a separate account (restricted funds) from the partner organisation. There would be an Operations Group, consisting of the current Arts Out West Steering Group which would oversee the programming and delivery of Arts Out West. This Operations Group would report to the partner organisation's board as well as the Local Authority partners. The Elected Members from CBC would be able to attend Operation Group meetings in the same way as they are currently able to attend Steering Group meetings.

Option	Advantages	Disadvantages
Option one A partnership with the Rosehill Theatre	Staff and Office Some potential for shared posts, and shared fundraising. This has not begun and would not be completed within the short to	Staff and Office No office equipment available, office rent and operating costs would be charged at approximate £6,000 per annum.

	<p>medium term (1 to 2 years).</p> <p>The theatre has a large volunteer base and works with local amateur arts organisations.</p> <p>Office space available at below market rates.</p>	<p>The current staffing structure at the theatre does not have the capacity to deliver additional administration, marketing or fundraising tasks.</p>
	<p>Capacity and Knowledge The board is experienced in managing the performing arts and would be able to line manage Arts Out West.</p> <p>Rosehill has national and international relationships that Arts Out West could benefit from.</p>	<p>Capacity and Knowledge Lack of capacity within existing staffing structures to work with Arts Out West in the short to medium term (i.e. 1 to 2 years).</p> <p>The theatre does not have the capacity to fundraise for additional work areas; such as rural cinema or arts and crafts activities.</p> <p>The theatre does not have experience of delivering broader work areas; such as rural cinema or arts and crafts activities.</p> <p>The theatre does not have the capacity or experience of delivering audience development activities within the borough.</p>
	<p>Programming Similar programmes of work with the potential for some economies of scale for education work but not for performances.</p> <p>Rosehill would benefit from a partnership with Arts Out West to deliver some elements of its education and outreach work.</p>	<p>Programming There would be very limited potential for economies of scale in terms of programming as the theatre is much larger than the touring scheme's other venues.</p> <p>The theatre does not have a well developed education or outreach programme and does not have existing funding relationships to support this work.</p>
	<p>Legal Structure The legal structure of the Rosehill theatre is compatible with Arts Out</p>	<p>Legal Structure Some risk of disconnection between the strategic direction of Rosehill and CBC.</p>

	<p>West.</p> <p>The legal structure of the Rosehill will allow Arts Out West to become an advisory group.</p>	
<p>Option two A partnership with the Kirkgate Centre</p>	<p>Staff and Office Shared administration, marketing, and fundraising posts in place to enable immediate employment.</p> <p>Office space available with no rental cost.</p>	<p>Staff and Office The Kirkgate relies upon volunteers for technical support with performances.</p> <p>ICT support will be available through a potential shared contract.</p> <p>The operating costs of the office would be shared. (Approximately £2,500).</p>
	<p>Capacity and Knowledge The board is experienced in managing the performing arts and would be able to line manage Arts Out West.</p> <p>The theatre has a large volunteer base and works with local amateur arts organisations.</p> <p>Kirkgate has national and internationally partnerships that Art Out West could benefit from.</p> <p>The development manager has the capacity to fundraise for joint areas of work.</p>	<p>Capacity and Knowledge</p>
	<p>Programming Very similar programmes of work with significant potential for economies of scale in programming and education costs.</p> <p>Kirkgate has developed a new vision which includes</p>	<p>Programming</p>

	<p>developing a broader education and outreach partnership. Some fundraising has been done to facilitate the commencement of this partnership in 2009.</p> <p>Kirkgate has access to cinema equipment and expertise which would be deployed through Arts Out West.</p> <p>Kirkgate has experience of programming arts and crafts exhibitions.</p>	
	<p>Legal Structure The legal structure of the Kirkgate theatre is compatible with Arts Out West.</p> <p>The legal structure of the Kirkgate will allow Arts Out West to become an advisory group.</p>	<p>Legal Structure Some risk of disconnection between the strategic direction of Kirkgate and CBC.</p>
<p>Option three A partnership with Highlights</p>	<p>Staff and Office Potential for shared marketing posts and fundraising.</p> <p>Existing administration staff have no additional capacity, fundraising would need to be done to increase capacity.</p> <p>Office space available at below market rates, though this would be based in the east of the county.</p>	<p>Staff and Office Existing office space would not be suitable for west coast based post, additional office space in the west would need to be sourced at cost.</p> <p>Office set up and ICT support costs would be incurred.</p> <p>Highlights does not have theatre technical support and no plans to procure.</p>
	<p>Capacity and Knowledge The board is experienced in managing the performing arts and would be able to line manage Arts Out West.</p>	<p>Capacity and Knowledge Highlights does not have the capacity or knowledge to deliver rural cinema.</p> <p>Highlights does not have the</p>

	<p>Existing management structure would be well placed to deliver the programme and fundraise for additional work areas.</p> <p>Highlights has national and international relationships that Arts Out West could benefit from.</p> <p>Highlights has delivered rural tours of Arts and Crafts exhibitions.</p>	<p>capacity or knowledge to develop an outreach programme.</p> <p>Distance from West Cumbria may prevent direct support for village halls.</p>
	<p>Programming Similar programmes of performances with the potential for some economies of scale.</p> <p>Highlights has experience of programming arts and crafts exhibitions.</p>	<p>Programming Highlights does not have a well developed education or outreach programme and does not have existing funding relationships to support this work.</p> <p>Identity of the Arts Out West programme will be lost within larger Highlights programme.</p>
	<p>Legal Structure The legal structure of the Highlights is compatible with Arts Out West.</p> <p>The legal structure of the Highlights will allow Arts Out West to become an advisory group.</p>	<p>Legal Structure Some risk of disconnection between the strategic direction of Highlights and CBC.</p>
<p>Option Four A partnership with the Whitehaven Civic Hall</p>	<p>Staff and Office Office space available at no rent.</p> <p>Office equipment and ICT support available through NCL.</p> <p>Marketing support would be available through NCL, though Arts Out West may require additional day-to-day support.</p>	<p>Staff and Office Office running costs would be re-charged to Arts Out West.</p> <p>There is little capacity within existing administration staff to deliver the needs of Arts Out West.</p>

	<p>Capacity and Knowledge The Civic Hall has access to significant investment and the potential for substantial expansion.</p> <p>The Civic Hall has the experience and capacity to host large events.</p> <p>The Civic Hall has the largest stage and auditorium in West Cumbria. The Civic Hall is also the only arts venue in West Cumbria with two main halls.</p> <p>The Civic Hall has access to a large range of technical and front of house support.</p>	<p>Capacity and Knowledge Existing management structure has little experience of delivering community arts programmes and would not be able to provide strong guidance.</p> <p>Identity of the scheme might be lost within larger programme.</p> <p>Civic Hall does not deliver education and outreach work, and does not have the capacity, and knowledge to deliver.</p>
	<p>Programming Similar targets for audience development and aspirations to work in partnership with local communities.</p> <p>The Civic Hall has aspirations to deliver a broader programme of performances, education and outreach work.</p>	<p>Programming Different programmes and no economies of scale possible for performances.</p>
	<p>Legal Structure The legal structure of the Civic Hall is compatible with Arts Out West.</p> <p>The legal structure of the Civic Hall will allow Arts Out West to become an advisory group.</p>	<p>Legal Structure Some risk of disconnection between the strategic direction of Civic Hall and CBC.</p> <p>North Country Leisure has seven years remaining on its contract with CBC.</p>
Retain the programme within Copeland Borough Council	<p>Staff and Office The office costs for Arts Out West would continue to be met by CBC. CBC would continue to line-manage the co-ordinator.</p>	<p>Staff and Office The Arts Council would not be able to continue to invest in the scheme. This would result in the loss of £90,000 over the next two years.</p>

	<p>ICT support would continue to be provided by CBC.</p>	<p>Additional resources would need to be located (from internal or external sources) to release the coordinator from delivering the administration and marketing functions of Arts Out West.</p> <p>CBC does not have theatre technicians available.</p>
	<p>Capacity and Knowledge The scheme would continue to benefit from the guidance and support of the Arts Development service.</p> <p>The scheme would continue to benefit from political support.</p> <p>The scheme would continue to benefit from the professional support of CBC: Human Resources, Financial and Legal support.</p> <p>The scheme would continue to be bank-rolled by CBC, removing cash-flow considerations from planning.</p>	<p>Capacity and Knowledge The Arts Development service has very limited capacity to offer support in developing or fundraising for new areas of work.</p> <p>The current workload (including administration and marketing duties) restricts opportunities available for the scheme co-ordinator to lead developments within a broader arts partnership.</p> <p>The local authority has restricted access to fundraising opportunities with trusts and foundations.</p>
	<p>Programming There is very limited scope for economies of scale in terms of outreach and education work with the Arts Services broader work-areas.</p>	<p>Programming CBC does not programme other performing arts activities and would not be able to achieve any economies of scale.</p> <p>Existing fundraising by CBC Arts department prevents Arts Out West from accessing certain sources of funding.</p> <p>There would be no increase in programming or outreach work without additional staff costs to CBC.</p>

		There would be no new village halls joining the scheme without additional staff and revenue costs to CBC.
	Legal Structure The legal structure of CBC is compatible with Arts Out West.	Legal Structure

	Staff and Office				Capacity and Knowledge						Programming				Legal Structure		
	Office Space rent free	Office Equipment	Administration staff (p/t)	Marketing staff (p/t)	Technical staff (p/t)	Board Experience of managing toured in arts	Capacity of manage Art Out West post	Capacity to fundraise for additional work areas	Capacity to develop a broader partnership to support volunteers	Capacity to develop a broader range of services: Cinema	Capacity to develop a broader range of services: Arts and Craft	Potential Economies of scale for programming	Existing resources for education and outreach	Potential Economies of scale for education and outreach	National and International links	Legal Structure compatible with Arts out West	Legal Structure will allow Arts Out West board to become an advisory group
Rosehill Theatre	✗	✗	✗	✗	✓	✓	✗	✓	✗	✗	✗	✗	✓	✓	✓	✓	
Kirkgate Centre	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Highlights	✗	✗	✗	✓	✗	✓	✓	✓	✗	✓	✓	✗	✗	✓	✓	✓	
Civic Hall	✓	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	
Retained within Copeland	✓	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗	✓	✓	✗	✓	✓	

The columns highlighted in blue are essential areas of the development of a partnership.

4. CONCLUSIONS

- 4.1 A partnership with an external cultural sector organisation would provide economies of scale which would enable the partners to employ shared administration and marketing posts. This would release the capacity of the co-ordinator to develop new areas of work, fundraise from a broader range of sources and develop new partnerships within West Cumbria.
- 4.2 Arts Out West currently works with thirteen village halls in Copeland, and there are a further seven wishing to join the scheme. A partnership would enable the scheme to expand to offer these village halls the opportunity to join the scheme.
- 4.3 A cultural sector organisation would deliver the day to day line management of the Arts Out West co-ordinator and thus release capacity within CBC arts service to develop further work areas to the same level as Arts Out West. This will enable CBC's arts service to continue to grow work areas such as Pathways to Art and the nascent arts engagement partnership to offer an increased range of targeted services to the people of the district.
- 4.4 The Kirkgate appears to be the strongest potential partner due to the level of support that they would be able to offer to the partnership; in terms of immediate administration, marketing and technical support available. Only the Kirkgate has the capacity to fundraise for additional work areas as well as develop and resource educational and outreach programmes on sufficient scale to add value to Arts Out West's current offer. The Kirkgate also has access to specialist equipment and advice within a number of areas that are of interest to Arts Out West. These include; rural cinema, stage equipment, and volunteer training.
- 4.5 None of the other potential partners have the mix of staff and office support as well as the capacity, experience and knowledge to support the delivery of Arts Out West's core programme as well as enable additional work areas to be grown.
- 4.6 This does not mean that the Rosehill and the Civic Hall will not benefit from Arts Out West entering into a partnership with the Kirkgate. The capacity released back into Arts Out West through the support that the Kirkgate can offer, will enable Arts Out West to take a lead on establishing a further partnership to develop new audiences in Copeland. This audience development partnership will attract investment; and Arts Out West will take a lead on programming and delivering a range of activities involving the Rosehill and the Whitehaven Civic Hall. In the case of the Rosehill the audience development partnership will add much needed

capacity to grow the range of services available through the facility and in the case of the Civic Hall the partnership will add much needed guidance and expertise to enable the resources of the facility to be put to best effect.

- 4.7 The Kirkgate has been successful in a bid to the Thrive! initiative, which would provide two key additional areas of support. Firstly; a new box-office system which would enable the Kirkgate to sell tickets for the scheme and to provide detailed box-office reports to inform marketing plans. This would allow for an expansion in terms of the offer that that Arts Out West is able to develop as a professional box-office system is required to deliver mini-festival activities, such as summer programmes across multiple venues.
- 4.8 The second element of the Thrive! support would be to facilitate the growth of an audience development partnership. This partnership would allow Arts Out West to take the lead on programming and managing a series of activities that build new audiences and participatory activity opportunities. The partnership would begin with Arts Out West, Whitehaven Civic Hall, the Rosehill Theatre, and Creative Egremont. A venue in Millom will be brought into the partnership once a local partner is identified who can manage a venue of sufficient scale.
- 4.9 Arts Out West has established the potential for additional investment through audience development agencies such as Arts About Manchester (which holds a grants scheme to support organisations in the North West to work in consortiums to develop audiences) as well as through the County Council's participation programme. This work will provide the groundwork for further investment from Thrive! and other sources.
- 4.10 The Arts Council has recently completed a market segmentation exercise which divides the English Adult population into 13 segments. Within this segmentation exercise there are three categories; Highly Engaged; Some Engagement; and Not Currently Engaged. The prioritisation of the three segments recognised that those who are Highly Engaged need little encouragement and those who are Not Currently Engaged require long term effort to reach. The majority of people fall within the Some Engagement segment (subdivided into 7 groups) and the two key groups identified by Arts Council England for audience development work are;
 - 'Dinner and a show' (20.1% of Copeland adults) this group can be characterised as individuals who have progressed to a relatively high position within their work place and approaching retirement, this group has disposable income though the arts do not play an integral role in their lives.
 - 'Family and community focused' (12.1% of Copeland adults) this group can be characterised as being typically in their 30s and 40s with a strong sense of community and family and having built a comfortable nest within moderate financial means, this group has a focus upon high

quality experiences for their family though the arts do not play a central role in their lives.

This prioritisation does not exclude the other segments within the model, it merely highlights those areas where most success is likely and where the segments combined make a substantial part of the whole market. Arts Out West will work with the Rosehill Theatre and the Civic Hall to develop an 18 month pilot project to address the needs of these two segments; this will include training and specialist marketing advice as well as a shared programme of activity with a detailed evaluation. This pilot will be used to lever in larger sums of money to role out the partnership to include Creative Egremont and a partner in Millom.

- 4.11 None of the current partners in Copeland has had the capacity or financial investment to take advantage of these opportunities which has prevented the district from benefitting from substantial opportunities. The following time line is an indication of what will be put into place to enable an agreement to be reached with Kirkgate and what such an agreement will deliver over a two year period. There will be a period of review in the run up to the end of the two year agreement, this will coincide with the main funders reviews and the necessity to apply for funding and develop plans for the subsequent three years.
- 4.12 The chart, overleaf, represents the timeline for the partnership. The tasks highlighted in green (i.e. Tasks 1-10; 14; 17; and 21) will be delivered by the current Arts Out West Steering Group reporting to the Head of Service and Portfolio Holder, whilst the tasks highlighted in orange (i.e. Tasks 11-13; 15 – 16; 18-20) will be delivered by the new director of Arts Out West. Note that additional tasks around preparing an office space, purchasing equipments and hiring staff will be completed by the Kirkgate Board and as such have not been included on the chart.
- 4.13 Action 7 has been plotted to take place in the May or June of 2009, this action will only be discharged once the Head of Service and Portfolio Holder are satisfied with the updated Business Plan for 2009-11 and with the targets set out within that document. The funding agreements with the Local Authority partners are reviewed on an annual basis, whilst the Arts Council's funding agreement lasts for 2 years from April 09. This creates two natural review points (Action 17); the first in December/January to review the launch of the partnership and the delivery of the first programme (September – December 09); and the second in December / January 10/11 to review the three programmes of delivery (September – December 09; January – June 10; and September – December) and the overall effectiveness of the programme.

	Base-line figures	2009/10	2010/11
Copeland Village Halls	12	15	15
Copeland Performances	30	35	37
Copeland Audience	1,888	2000	2100
Copeland Schools	14	20	20
Schools Workshops	21	35	40
School Participants	341	500	600

- 4.15 The programme from the last full years activity (2007/08) will be used as a base-line to monitor the delivery over the next two years. The details of the audience development work have not been developed as yet and so are not included in the targets above.

5. RECOMMENDATION

- 5.1 That the Steering Group for Arts Out West progress discussions with the Board of Kirkgate, with the intention to form an agreement for the delivery of the Arts Out West programme. This agreement would maintain a minimum level of activity, and outline a plan for the growth of the partnership to include additional staff members, and new areas of work. That the Steering Group work with the Rosehill Theatre and Whitehaven Civic Hall to attract investment for audience development work within the district, both in terms of direct programming of activity and in drawing professional advice and guidance into the partnership.
- 5.2 This agreement would organise the potential areas of development into the timeline and set more detailed targets for the partnership to ensure that the residents of Copeland continue to benefit from the growth of the scheme. The partnership agreement will outline the role that Arts Out West will play in the development and the delivery of an audience development vehicle that will attract investment and deliver a programme of new work within venues in Copeland.

6. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS (INCLUDING SOURCES OF FINANCE)

- 6.1 Within the Cultural Services service planning process it is intended to continue current levels of support.
- 6.2 The Arts Out West co-ordinator would no longer be line managed by Cultural Services staff members. This contract for the post will come to an end on March 31st 2009. An extension to the current contract will be negotiated once the period of employment at CBC has been finalised. Once the job description for the post in the new partnership has been developed a decision will be made whether the post is TUPE transferred or terminated with redundancy.
- 6.3 The programme has received substantial investment to support the development of a delivery partnership with an external cultural sector organisation. This has included several grants for set-up costs and equipment purchase. The operational surplus and accumulated revenue balance currently stands at £63,000. There will be some expenditure against this sum in the new financial year prior to the commencement of

the partnership agreement; the remainder of the balance will be transferred along with any outstanding liabilities.

7. PROJECT AND RISK MANAGEMENT

- 7.1 The other main funders for the Arts Out West programme have confirmed that they support the development of partnership approach to the delivery of the programme and that they would continue to invest in the programme. Both the Arts Council and the County Council have begun a dialogue with the Cultural Services department about possible uplifts in support for Arts Out West / Kirkgate should a partnership approach enable additional services to be provided.
- 7.2 The Arts Council will not invest in the status quo, and there is a significant risk in the loss of core funding should the development of a partnership not be forthcoming.

8. IMPACT ON CORPORATE PLAN

- 8.1 Developing a partnership with the an external partner to deliver the Arts Out West programme will help to deliver Corporate Plan objectives:
- 2.2.7 Maximise external funding, in the context of the achievement of corporate objectives including sustainable regeneration, and within the resources of the Council and partners to deliver.
 - 2.3.2 Work with partners to enhance skills with learning opportunities in the community.
 - 3.1.6 Increase tourism, culture and leisure spend through the Borough.
 - 3.6.1 Develop interest and capacity amongst Copeland residents to take forward arts and sports activities after Copeland led start up projects, including organisations not traditionally involved ins ports or arts activities.
 - 3.6.3 Support other community-backed groups to ensure adequate leisure provision.
 - 3.6.5 Remove barriers to participation in sports and arts events at all levels for communities in Copeland.

List of Appendices

NONE

- Secod Governance Framework Options Appraisal
- Arts Out West: Business Development of Arts Out West Partnership Phase 1 Final Report

List of Consultees

Deputy Leader – George Clements

Portfolio Holder – Cllr Hugh Branney.
Corporate Team.
Human Resources Manager – Len Gleed

CHECKLIST FOR DEALING WITH KEY ISSUES

Please confirm against the issue if the key issues below have been addressed. This can be by either a short narrative or quoting the paragraph number in the report in which it has been covered.

Impact on Crime and Disorder	Supports
Impact on Sustainability	Supports
Impact on Rural Proofing	Supports
Health and Safety Implications	None
Impact on Equality and Diversity Issues	Supports
Children and Young Persons Implications	Supports
Human Rights Act Implications	None
Section 151 Officer Comments	No comment
Monitoring Officer Comments	

Please say if this report will require the making of a Key Decision NO