



**Notice of a public meeting of
Learning & Culture Overview & Scrutiny Committee**

To: Councillors Reid (Chair), Fitzpatrick (Vice-Chair), Barnes, Brooks, D'Agorne, Potter, Scott, Barber (Co-opted Statutory Member) and Pennington (Co-opted Statutory Member)

Date: Wednesday, 12 June 2013

Time: 5.00 pm

Venue: The Snow Room - Ground Floor, West Offices

AGENDA

1. Declarations of Interest

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda

2. Minutes (Pages 3 - 22)

To approve and sign the minutes of the meeting held on Wednesday 20 March 2013 and Wednesday 1 May 2013.

3. Public Participation

At this point in the meeting, members of the public who have registered their wish to speak on an item on the agenda or an issue within the committee's remit can do so.

Anyone who wishes to register or who requires further information is requested to contact the Democracy Officers for this meeting, details of whom are listed at the foot of this agenda.

The deadline for registering to speak is 5.00pm the working day before the meeting, in this case **5.00pm on Tuesday 11 June 2013.**

4. York Museums Trust - Volunteer Training (Pages 23 - 30)

Members will consider a report from York Museums Trust on its plans for Volunteer Training.

5. York Museums Trust - Bi-annual Update Report. (Pages 31 - 44)

This report updates members on the current progress of the York Museums and Gallery Trust (YMT) towards meeting the targets agreed in the Partnership Delivery Plan running until 31 March 2013.

6. York Museums Trust - New Partnership Delivery Plan. (Pages 45 - 66)

This report updates members on the new partnership delivery plan agreed by the Cabinet Member for Leisure, Culture and Tourism.

7. Draft Workplan 2013-14 and Introductory Briefings on Proposed Scrutiny Topics for 2013/14. (Pages 67 - 78)

Members are asked to consider the Committee's workplan for the 2013-14 municipal year.

8. Urgent Business

Any other business which the Chair considers urgent.

Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email catherine.clarke@york.gov.uk and louise.cook@york.gov.uk

(If contacting by email, please send to both Democracy officers named above).

For more information about any of the following please contact the Democracy Officers responsible for servicing this meeting, as listed above.

- Registering to speak
- Business of the meeting
- Any special arrangements
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Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

MEETING	LEARNING & CULTURE OVERVIEW & SCRUTINY COMMITTEE
DATE	20 MARCH 2013
PRESENT	COUNCILLORS REID (CHAIR), FITZPATRICK (VICE-CHAIR), SCOTT, CUNNINGHAM-CROSS, BROOKS, BURTON, TAYLOR AND BOYCE. MRS R BARBER (CO-OPTED STATUTORY MEMBER) AND MR A PENNINGTON (CO- OPTED STATUTORY MEMBER)
IN ATTENDANCE	COUCILLORS ASPDEN (MINUTE 41) AND COUNCILLOR N BARNES

39. DECLARATIONS OF INTEREST

At this point in the meeting, Members were asked to declare any personal interests not included on the register of interests, any prejudicial interests or disclosable pecuniary interests which they might have in respect of the business on the agenda. No interests were declared.

40. MINUTES

RESOLVED: That the minutes of the last meeting of the Learning and Culture Overview and Scrutiny Committee held on 23 January 2013 be approved and signed by the Chair as a correct record.

41. PUBLIC PARTICIPATION

It was reported that there had been one registration to speak under the Council's Public Participation Scheme from Mr Carl Shilleto in objection to the planned removal of 200m of hedgerow along Alcuin Avenue in York. Mr Shilleto circulated a copy of his statement and read this for the benefit of the Committee. This asked Members to consider certain issues and

the potential consequences of removing the hedgerow along the boundary of Hull Road park and Alcuin Avenue before continuing with the work. He expressed dismay that local residents had not been consulted on the work prior to its commencement. He raised the following concerns about the removal of the hedge which he stated would:

- have a negative impact on biodiversity and lead to loss of cover for wildlife
- spoil the appearance and ambience of the park,
- allow litter to blow in and out of the park
- remove the natural “soundproofing” for park visitors against traffic noise and local residents against noise from park users.
- allow children’s balls and young wildfowl through the railings causing potential distractions to motorists and cyclists
- allow soil, leaves and pine needles to be blown onto the pavement and road.

He asked the council to provide a reasoned and logical argument as to why the work should go ahead to prevent money from being spent on a project which was neither required nor presented any benefits.

Councillor Aspden had registered to speak in relation to a new scrutiny topic he had submitted which was to be considered by the Committee under agenda item 10 (Workplan). Due to a prior commitment, he was unable to stay at the meeting until this agenda item was discussed therefore the Chair agreed that he could speak at this point in the meeting. The proposed scrutiny topic asked the Committee to investigate the impact of the removal of the Educational Maintenance Allowance (EMA). He stressed that post 16 education was a key priority but there were fears that there would be a decline in participation. He acknowledged that participation in post 16 education in York had continued to rise despite the removal of the EMA but noted there had been fewer applications for bursary funding than expected. He expressed the view that it was important that the council was seen to be doing everything it could to encourage participation of 16-19 year olds in education.

42. ATTENDANCE OF CABINET MEMBER FOR LEISURE, CULTURE & TOURISM - UPDATE ON PRIORITIES AND CHALLENGES

The Cabinet Member for Leisure, Culture and Tourism was in attendance at the meeting to provide a progress update on her priorities and challenges for the current municipal year and to discuss her priorities and challenges for 2013-14.

Prior to the meeting, she had circulated a document to Committee Members which listed the key areas of activity that she had progressed over the last year in relation to the following areas within her remit: Sport and Active Leisure; Arts Culture and Heritage; Tourism; Libraries; and Parks and Open Spaces. (A copy of this update has been published online with the agenda)

Members raised concerns that many people had been disappointed by parts of last year's Illuminating York display, particularly the Vic Reeves Wonderland in the Museum Gardens. The Cabinet Member accepted that some complaints had been received but noted that was the case every year as art was very subjective. She confirmed it had been a financially successful event, enjoyed by many, and advised that the event had raised enough income to support next year's celebrations.

Members accepted that the proposal for the library service to be run by a social enterprise was a possible way forward but expressed fears that the large budget cut would lead to a reduction in services and redundancies, with paid staff being replaced by volunteers. The Cabinet Member advised it was the only way forward to ensure no deterioration of the current excellent service provided in York. She confirmed that the work of volunteers was valued, that staff were being consulted on future plans, and that a business plan was being prepared which would be considered by Cabinet in due course.

The Cabinet Member stated that the Reading Cafe in Rowntree Park was proving very successful and was used by many community groups.

Members raised concerns that no consultation had taken place with local residents before work commenced on the removal of the hedge in Hull Road Park. The Cabinet Member explained that officers were responsible for deciding on the programme of

works needed and explained that it was council practice to replace inappropriate planting with more appropriate species. Officers confirmed that the decision to remove the hedge had been made as part of a programme to improve the environment. Members also queried the use of volunteers to support York's parks and open spaces, and were advised that meetings with friends and community groups were being arranged to look at ways in which the council could support them to take more ownership of their local parks and open spaces.

Members queried the giving of a grant to the Arts Barge, without a Service Level Agreement (SLA), and the reduction in grant to York Theatre Royal where the council had an SLA. Officers explained that the grant to the Arts Barge was from the Economic Infrastructure fund, and was about providing jobs and opportunities, rather than increasing the city's cultural diversity.

Members raised concerns about an article which had been published in the York Press regarding the suspension of a York Busker's permit following a dispute about the sale of CDs, and suggested it may be worth looking at the issue of street trading again. The Cabinet Member advised that was a licensing issue and the busker in question had received a warning letter from the licensing unit.

In view of issues last Christmas around the Christmas lights in Stonegate, Members asked what plans had been made for this year's display. The Cabinet Member advised that she had talked to traders in Stonegate and they had agreed to the replacement of the yellow lights with a similar type of lights to those in Parliament Street. For 2013, it was also hoped that the Christmas lights display would be extended to include Lendal, Blake Street and possibly Micklegate.

RESOLVED: That the update from the Cabinet Member for Leisure, Culture and Tourism be noted.

REASON: To ensure that Members are kept informed of work within the remit of the Committee.

43. YORK MUSEUMS TRUST (YMT) - PARTNERSHIP DELIVERY PLAN BI-ANNUAL UPDATE REPORT

Members considered a report which updated them on the current progress of the York Museums Trust (YMT) towards meeting the targets agreed in the partnership delivery plan.

The report set out the ways in which YMT had addressed the key issues (stabilising visitor figures, delivering new income streams, creating new exhibitions and interpretative services, creating an education strategy, increasing use and involvement by residents, achieving high visitor satisfaction and cataloguing the collection) between April and December 2012 and gave an outline of what they would be developing moving forward.

The Chief Executive of the York Museums Trust was in attendance at the meeting in order to present the report and answer any questions from Members. She drew Members attention to the following issues:

- Mystery plays last year were a huge commitment and effort but had been a fantastic success – 33,000 people saw the performances.
- The Castle Museum and Art Gallery saw a drop in visitors during the Olympics – this reflects what many visitor attractions experienced during that period.
- Fall in visitor numbers at Art Gallery is due to exceptionally high figures the previous year due to successful David Hockney and William Etty exhibitions.
- YMT has received Major Partner Museum Status and is one of only 16 museum services in England to receive Renaissance Major Partner Museum funding. This funding comes from the Arts Council England and amounts to £3.5m over 3 years.
- Between new year and end February we have seen 16% increase in visitor numbers at Castle Museum and Yorkshire Museum. These are signs of recovery which we hope will continue.
- Volunteer Scheme – started 5 years ago – now approx 270 volunteers at any one time – this includes some established teams. We now have a second member of staff to help manage volunteers and our intention is to increase the number of volunteers to 400.

Members raised concerns about the decrease in the number of visits from York Schools. They noted that York schools receive free entry, which should be an incentive, and only have to pay for workshops and agreed it would be useful to have a better understanding as to why York schools were deciding not to visit. They requested the previous year's figures for school visits so they could compare them. ¹

Members asked what measures had been taken to protect the exhibits while work was being carried out at the Art Gallery. They were advised that all the exhibits have been removed from the Art Gallery and the majority put in a secure store which is used by national museums, with the remainder being loaned to and displayed in other museums.

RESOLVED: That the update on the performance of the York Museum's Trust be noted.

REASON: To fulfil the Council's role under the partnership delivery plan.

Action Required

1. Head of Culture, Tourism & City Centre to provide members with figures relating to school visits to museums during the previous year. GC

44. BRIEFING ON COLLECTIONS DEVELOPMENT POLICY PRINCIPLES

Members considered a report from York Museums Trust (YMT) on the principles behind their forthcoming update of their Collections Development Policy.

YMTs Director of Knowledge and Learning and their Head Curator were in attendance at the meeting to present the report. Members were informed that, as part of the Museum Accreditation cycle, YMT would be invited to re-apply for Museum Accreditation in October 2013 with a submission deadline of April 2014. As part of this process they would review their collections management and care policies to ensure they comply with the revised 2012 Accreditation Standard (ACE) and YMTs Collections Development Policy (which replaces earlier

acquisitions and disposals policies) would be reviewed and brought up to date as part of this cycle.

All new acquisitions and disposals proposed by YMT staff are measured against a number of principles (listed in the report) and the more detailed collections development policy. The resources required for all acquisitions are also carefully balanced against those needed for the long term improvements in knowledge, understanding, storage and care of YMTs existing collections which at times include collections disposal, which are similarly made in line with the same principles for disposal.

The Commercial Director and Head Curator responded to Members queries regarding the information contained in the report. Members noted that they would review YMTs full Collections Development Policy at their meeting in May.

RESOLVED: (i) That the report be noted.

(ii) That the committee will be given the opportunity to review the full Collections Development Policy at their meeting on 1 May 2013

REASON: To ensure the recommendations of the YMT Scrutiny review are adhered to in line with CYC Scrutiny procedures and protocols.

45. THIRD QUARTER FINANCE & PERFORMANCE MONITORING REPORT

Members received a report analysing the latest performance for 2012-13 and forecasting the outturn position by reference to the service plan and budgets for all of the relevant services falling under the responsibility of the Director of Adults, Children and Education and the Director of Communities and Neighbourhoods.

The Head of Finance advised Members that Communities and Neighbourhoods were currently predicting a small underspend within Leisure, Culture and Tourism budgets and an underspend within Children and Young Peoples' budgets, due in part to vacant posts being held within Libraries and Parks. He advised

that within Children and Young People's budgets, financial pressures were being projected.

Members expressed pleasure that, overall, child poverty had reduced but asked for clarification on the percentage referred to in the report. The Head of Finance agreed to find out and advise committee members.²

Members noted that the home to school transport budget was expected to overspend by £629k but accepted that the most significant pressures reflect the growth in the number of students attending the Danesgate Community and other educational settings and were advised that arrangements were being reviewed. Members noted also that a new taxi contract providing transport for all children with special needs has significantly improved the quality of provision and further negotiations were underway with the contractor to seek further efficiencies in route planning and cost reductions.

RESOLVED: That the report be noted.

REASON: To update the committee on the latest financial and performance position for 2012-13.

Action Required

2. Provide Members with clarification of the percentage relating to child poverty referred to in the report. RH

46. PRESENTATION ON PARKS- RECENT DEVELOPMENTS & FUTURE PLANS

Following their visit to Hull Road Park and Rowntree Park earlier in the year, Members received a presentation from the Head of Parks and Open Spaces on recent developments and future plans for parks across the city.

Members were briefed on the following developments/events which had taken place during the Autumn/Winter season:

- City wins Gold in Yorkshire in Bloom

- Rowntree Park flooded 3 times plus 2 high lake levels. However, the Reading Cafe had been able to remain open with revised safety arrangements in place
- Installation of 10 new self operating penstocks (non return valves) in Rowntree Park along Terry Avenue, which would save about two days pumping out after a flood.
- Rowntree, West Bank, Rawcliffe Country Park, Glen Gardens and Clarence Gardens entered for a Green Flag Award
- Hull Road Park and Glen Gardens food growing beds
- Rawcliffe Country Park hosts Kaboom and planning for Stage 2 off road bike track
- Scarcroft Green bowling / croquet facilities Development plan
- At Chapman's Pond, £12,000 of footpath works funded by YorVenture had created a new footpath. The next phase was to rationalise signage and remove some trees to open up views into the site

Information was provided on the investment programme supported by section 106 payments which was planned for the spring and would include work on:

- Hull Road Park footpath and access improvements
- Hull Road Park community pavilion
- Glen Gardens play area
- Clarence gardens play area
- Scarcroft Green bowling / croquet facilities
- Arran Place and Cornlands Road play areas
- Tower Gardens – improvements to river frontage

At Hull Road Park Members were advised that planned work included finding a new use for the old pavilion, work on a circular footpath, finding a new use for the former bowling green and work on Osbaldwick Beck.

With regard to the removal of the hedgerow along Alcuin Avenue which had been raised under the Public Participation item, the Head of Parks and Open Spaces confirmed that dialogue had taken place between Mr Shilleto and the council.

A range of concerns and questions regarding the removal of the hedge were raised and Members asked that no further work be undertaken until local residents had been consulted.

The Head of Open Spaces provided the following response:

- Hedges have been removed for the last 13 years (normally privet) where it was believed the hedge detracted from the offer. Hull Road Park previously had privet hedges of head height.
- Where a hedge was considered too high the options were to remove it completely or reduce its height. In most cases reducing the height did not offer a benefit.
- Privet was not a great natural habitat so its benefit for wildlife was not significant.
- The rationale was to open up the site lines into the play area. There were multiple benefits of being able to see into the park e.g. at Clarence Gardens hedges were removed following reports of flashers.
- The Council had never consulted with residents regarding removal of hedges in the past.

It was confirmed that there were no plans to stop work on the hedge removal on Alcuin Avenue therefore this would continue. However Members were advised that Officers were working to re-engage the community with regard to the other works planned for Hull Road Park and landscaping would be an early topic for debate. The Assistant Director for Communities, Culture and Public Realm advised Members that as the officer with delegated responsibility, his decision to remove the hedge would stand unless otherwise instructed by the Cabinet Member.

Ward Councillors for Hull Road, who were at the meeting, confirmed they had received many representations from the public about the future of the park in general.

- RESOLVED:
- (i) That the presentation on the development of parks be noted.
 - (ii) That the concerns of Members regarding the removal of the hedgerow along Alcuin Avenue be noted.
 - (iii) That the appropriate officer be requested, in conjunction with the Cabinet Member, to reconsider the decision to continue with the removal of the hedge until

appropriate consultation had taken place with local residents.

REASON: To comply with their previous decision to monitor developments in York's parks.

47. VERBAL UPDATES FROM THE CEIAG (CAREERS EDUCATION, INFORMATION, ADVICE, AND GUIDANCE) AND LIBRARIES SCRUTINY REVIEW TASK GROUPS

The CEIAG Task Group confirmed they had agreed their lines of inquiry and a timetable of meetings to consult with parents, young people and network groups, with the intention of completing the review by the end of July 2013. It was suggested that the new Co-opted Member (parent governor representative), Mr Andrew Pennington, may be interested in participating in the work of the CEIAG Task Group.

In addition, members of the Libraries Task Group updated the committee on their ongoing Libraries Review. They confirmed they had met with the Head of Asset and Property Management to gather information on what other community facilities were available in the areas around the council's community libraries, and carried out site visits to a number of those libraries.

RESOLVED: That the update from the ongoing reviews be noted.

REASON: In accordance with scrutiny procedures and protocols.

48. LEARNING AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE WORKPLAN FOR 2012/13 AND NEW SCRUTINY TOPIC

Members considered the workplan for the remainder of the current municipal year and noted the items listed for the meeting on 1 May.

It was agreed that the proposed new topic submitted by Councillor Aspden "To investigate the impact of the removal of the EMA (Educational Maintenance Allowance) should be noted by the scrutiny officer and added to the list of possible topics to

be considered during the next municipal year so it could be weighed up against other options.

The Chair asked Members to consider other possible topics for review in order that the Committee could consider them at their next meeting on 1 May prior to the scrutiny work planning event due to take place in mid May.

- RESOLVED:
- (i) That the workplan for the remainder of the 2012-13 municipal year be agreed.
 - (ii) That at the next meeting the Committee agree a list of possible topics to be proposed at the Scrutiny work planning event in May 2013
 - (iii) That the topic in relation to EMA, submitted by Cllr Aspden, be added to the committee's list of proposed topics for the scrutiny work planning event.

REASON: To keep the Committee's workplan up to date in accordance with scrutiny procedures and protocols.

Councillor Reid, Chair

[The meeting started at 5.00 pm and finished at 7.30 pm].

MEETING	LEARNING & CULTURE OVERVIEW & SCRUTINY COMMITTEE
DATE	1 MAY 2013
PRESENT	COUNCILLORS REID (CHAIR), FITZPATRICK (VICE-CHAIR), SCOTT, CUNNINGHAM-CROSS, BROOKS, BURTON, TAYLOR AND BOYCE. MR A PENNINGTON (CO-OPTED STATUTORY MEMBER)
APOLOGIES	MRS R BARBER (CO-OPTED STATUTORY MEMBER)

49. **DECLARATIONS OF INTEREST**

At this point in the meeting, Members were asked to declare any personal interests not included on the register of interests, any prejudicial interests or disclosable pecuniary interests which they might have in respect of the business on the agenda. No interests were declared.

50. **MINUTES**

Members discussed the minutes of the previous meeting of the Learning and Culture Overview and Scrutiny Committee held on 20 March 2013.

With regard to Minute 42 (Attendance of Cabinet Member for Leisure, Culture and Tourism – Update on Priorities and Challenge) some Members felt there was insufficient detail as to what questions the Cabinet Member was asked and what responses were given and asked that the minute be expanded to include this information.

With regard to Minute 46 (Presentation of Parks – Recent Developments and Future Plans), some members expressed the view that the majority of the final paragraph was not necessary (and not completely accurate) so asked that this be removed so the final paragraph is left to read “*Ward Councillors*

for Hull Road, who were at the meeting, confirmed that they had received many representations from the public about the future of the park in general”

Members agreed that they had all shared concerns regarding the removal of the hedgerow along Alcuin Avenue and asked that the second resolution be amended to reflect this by removing the word “some”.

Members noted that due to the additional information which they had agreed should be added to the minutes, these minutes could not be agreed at the present time but would need to be brought back to the next meeting for approval.

RESOLVED: That the changes detailed above be made to the draft minutes of the meeting of the Learning and Culture Overview and Scrutiny Committee held on 20 March 2013 and the minutes be brought to the next meeting for approval.

REASON: In order that the minutes provide an accurate record of the meeting.

51. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak under the Council’s Public Participation Scheme.

52. REVISIONS TO YORK MUSEUMS TRUST COLLECTIONS DEVELOPMENT POLICY

Members considered the York Museums Trust (YMT) revised Collections Development Policy in response to the recommendations arising from a previously completed YMT scrutiny review.

YMTs Head Curator introduced Members to the revised policy and made the following points:

- The policy replaced the former Acquisitions and Disposals Policy

- Section 1 sets out the vision, mission and strategic objectives of the policy
- The policy is organised to reflect the staff structure in the museums. It details the collections by subject (History Collection, Archaeology Collection, Science Collection, Fine and Decorative Art Collection, Numismatic collection, Libraries and Archives)
- A new curator of Numismatics Collections has just been appointed
- Handling collections – all the collections are open and accessible for anyone to handle subject to receiving the required training

With regard to the issues of security of the collections, the Head Curator confirmed that a small number of objects had been stolen from public galleries during the last 10 years but all had either been returned or recovered. It was important to weigh up the risks of exposing the objects to the public and allowing them access to the collections.

With regard to who had responsibility for disposal decision making, officers advised that they did not ratify a decision to dispose of an object but that they had the right to veto a decision to dispose of an object if they felt it necessary.

Members acknowledged that they had been given the opportunity to consider the revised Collections Development Policy early on in the process and that the policy was likely to change and develop further. Members agreed that it would be beneficial to receive a regular update which would highlight further changes to the policy.

- RESOLVED:
- (i) That the revised Collections Development Policy be noted.
 - (ii) That the Committee be provided with further updates on the policy in the future.

REASON: To keep Members updated on the outcome of recommendations arising from the recently completed YMT Scrutiny Review.

53. YORK MUSEUMS TRUST DEVELOPMENT PLAN UPDATE

Members received a report which provided them with an update on the City of York Council and York Museum's Trust and Art Gallery Partnership Development Plan 2013-2018.

Members expressed concerns that due to the papers being circulated late, they did not feel they had had sufficient time to read them in order to enable meaningful discussion of the Partnership Delivery Plan at the meeting. They agreed that consideration of the report should be deferred to the next meeting.

RESOLVED: That the York Museums Trust Partnership Development Plan update be deferred until the next meeting.

REASON: In order that Committee Members have time to read the report prior to its consideration.

54. LIBRARIES SCRUTINY REVIEW - DRAFT FINAL REPORT

Members considered the draft final report of the Libraries Scrutiny Review. Information gathered by the Task Group during their visits to libraries as well as the highlight report on the findings of the 2012 Library Consultation were included as annexes to the report.

Members suggested the following changes to the draft final report:

- Objective (i) (para 1.) should be strengthened to be more specific to say "To increase the number of people using the libraries for (what purpose)".
- Expand recommendation (c) re increasing the number of volunteers and volunteer roles to include the wording "over and above paid staff".
- During the visits to libraries, some staff had asked for the provision of basic facilities to enable tea/coffee to be made for meetings etc.

The Cabinet Member commended the report and confirmed she had discussed the contents with the Head of Libraries, Information and Archives. She assured Members that their

recommendations would be fed into future plans for the library service.

Members noted that the final report of the Libraries Scrutiny Review would be presented to Cabinet at its meeting on 4 June ahead of the Cabinet considering a report on the Future Delivery Arrangements for Library and Archive Services on 2 July.

The Committee commended the Task Group for their work on the review.

RESOLVED: That the draft final report be agreed subject to the changes detailed above.

REASON: To complete the work on this review in line with scrutiny procedures and protocols.

55. LEARNING AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE WORKPLAN FOR 2012/13

Members were asked to consider a list of possible topics for review and for overview in advance of the Scrutiny Work Planning event to be held later in the month.

Members agreed they would like to receive briefings on the following, to fulfil their overview role, and agreed they should be added to the draft work plan for 2013-14:

- Forthcoming changes to SEN management in schools
- Academies in primary schools
- Services from Danesgate – becoming a maintained school

Members agreed that the following topics be put forward at the Scrutiny Work Planning Event for review:

- Investigate ways of promoting the take up of school dinners (look at what individual schools can do to encourage the take up of school meals, including free schools meals, look at other activities available at lunchtimes which may impact on take up of school meals, look at quality in terms of nutrition.)
- Biodiversity in planting (wider than just issue around parks – this could include planting schemes in planning applications)

- Impact of the removal of the EMA (topic proposed by Cllr Aspden)
- Look at how to improve the quality of the heritage and arts offer in the city (reference paragraph 5 of YMT Partnership Delivery Plan 2013-18).

RESOLVED: That the work plan for 2012-13 municipal year be noted and the topics detailed above be added to the 2013-14 work plan.

REASON: To keep the Committee's work plan up to date in accordance with scrutiny procedures and protocols.

56. LEARNING AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE DRAFT WORKPLAN FOR 2013/14

Members considered the committee's work plan for the 2013-14 municipal year and agreed the following changes:

- | | |
|--------------|--|
| 12 June 2013 | Add York Museums Trust Partnership Delivery Plan 2013-18 (deferred from this meeting) |
| | Add York Museums Trust – Partnership Delivery Plan Bi-annual report (and delete from 17 July 2013 meeting) |
| 17 July 2013 | Add York Theatre Royal – SLA Performance Bi-annual Update Report (and delete from 18 Sept 2013 meeting) |
| | Add CEIAG Scrutiny Review – Draft Final Report |
| 18 Sept 2013 | Invite Chair of York @ Large to attend meeting |
| 22 Nov 2013 | Add York Museums Trust – Partnership Delivery Plan Bi-annual report (and delete from 22 Jan 2014 meeting) |

22 Jan 2013 Add York Theatre Royal – SLA Performance
Bi-annual Update Report (and delete from 19
March 2014 meeting)

Members agreed that the topics agreed in minute 55 be included in the work plan for the forthcoming year.

RESOLVED: That the draft work plan for 2013-14 be updated to reflect the changes agreed above.

REASON: To keep the committee's work plan up to date in accordance with scrutiny procedures and protocols.

Councillor A Reid, Chair
[The meeting started at 5.00 pm and finished at 6.05 pm].

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York Museums Trust

Report to CYC on volunteer training

Background

The York Museums Trust (YMT) volunteer programme was launched in October 2006 with the appointment of a part time Volunteers Manager, funded by the Yorkshire Renaissance Hub as part of the 2006/09 Hub Business Plan.

Formerly, each site had worked with small numbers of volunteers, generally recruited through word of mouth and personal contacts with the curatorial and learning teams. These volunteers largely bypassed HR processes and there are few records available of who the volunteers were or what they worked on.

At the start of the current volunteer programme, there were 14 active volunteers across all sites; mainly consisting of YPS members who volunteered in the Yorkshire Museum Library and were managed by the then Curator of Geology.

Following an initial consultation period to research best practice and the potential demand, 2 new, dedicated volunteer projects were rolled out in 2007: York Observatory and Summer Geology Projects. York Observatory is volunteer-led, in as much as the volunteers open the Observatory to facilitate visitor access, without a YMT staff presence. It was the first project of this kind in YMT and continues today alongside 4 subsequent volunteer-led, public facing projects: Hands on Here! at the Castle, Hands on Here! at the Yorkshire, Raendale Mill, the Yorkshire Museum Library and a small number of behind the scenes projects.

As demand for volunteer roles and the capacity to accommodate new projects grew, the Volunteers Manager post became full time in July 2008 and a full time Volunteers Coordinator was recruited in May 2012 through ACE funding.

We have a strict policy to only recruit into an existing and vacant role. We do not recruit volunteers onto our books to await a suitable opportunity.

As at May 2013, YMT is working with in excess of 300 active volunteers across its sites, and has a record of over 700 inactive volunteers who have worked with us at some point over the past 6 years.

Vision

Our vision for volunteering is for York Museums Trust to be an organisation where:

- Everyone values the contribution that volunteers make to the organisations well-being.
- All its volunteers have a meaningful and enjoyable volunteering experience.
- Visitors have an enhanced experience of our sites when they interact with our volunteers.
- The volunteers programme contributes to the local community by providing rewarding opportunities for local residents to enjoy and learn from the collections and benefit from the skills and expertise of staff and other volunteers.

This vision is underpinned by the following values:

- **Fairness and Equity:** Volunteering enhances social inclusion and good relations. Everyone is treated equally regardless of their age, gender, background, religious beliefs or position within the organisation.
- **The importance of free will/choice:** Volunteering is a matter of free choice and there should be no compulsion to take part.
- **Mutual Benefit:** Volunteering is a shared experience. It is rewarding and of benefit to the volunteer in building skills, confidence and extending social networks. Volunteering is of benefit to YMT in assisting in the delivery of organisational strategic objectives.

Objectives

The objectives of the volunteers programme are:

- 1 – Supporting the work of YMT
- 2 – Develop and maintain a strong infrastructure for volunteering
- 3 – Create a diverse and inclusive volunteering programme
- 4 – Provide a Positive Experience of Volunteering within YMT

Training Programme

Training helps new volunteers get to know the people, the organisation, and their role quickly and efficiently, and to feel safe and comfortable working with us. For some roles, it also establishes that there is a minimum competency

that all volunteers are expected to obtain. YMT is making a statement through its training programme that we operate on a professional level and our volunteers are capable of working to our standards.

Given that young people consistently make up more than 50% of our active volunteers, an important aspect for many is having the opportunity to acquire skills and experience that will improve their future employability, particularly in the heritage sector, within which a significant number of them are hoping to build a career. More recently, we are seeing increased numbers of volunteers who are looking to keep existing skills current and learn new skills whilst they are seeking work. Many of our volunteers therefore see training as a real benefit, providing them with skills that may be helpful to them elsewhere, and may even help them get a paying job.

Our training must provide our volunteers with four essential elements, regardless of the role they are undertaking:

What they are supposed to do – what our expectations of them are in the role, what the expected outcome is and what will their responsibilities be

How they are supposed to do it – how to manage the space they are working in and how to perform the individual tasks within their role

What they should not do – for example if we tell a volunteer how to handle the collection correctly, they also need to know not to leave objects unattended at any time. This is also about reinforcing the expectations and responsibilities of the role

What to do in an emergency – what to do if a visitor tells them they have lost their child in the museum, or the fire alarm sounds etc

There are three levels to our in-house training programme, to reflect the different range of volunteer roles across the organisation.

Level 1

This is the very basic information which every person who works with us, volunteer or paid staff, should be given as soon as they join us. **It is compulsory for volunteers in any role and some elements of it are a legal requirement for YMT.**

The H&S site induction covers all aspects of how to safely access and exit our buildings, where the various facilities such as toilets, kitchens etc are. Who will supervise them on site. Whether or not they will be responsible for keys or will be given access codes to restricted areas. Fire evacuation and first aid

procedures, and also where or from whom to access further information, including access to all YMT policies and written procedures, including H&S, Safe Working Procedures, Risk Assessments and all other relevant documentation.

In addition, an information pack is provided about YMT and its various sites, along with any written notes or guidance which are relevant to the role. From summer 2013, all of this information will be provided in a Volunteers' Handbook, which will also contain a section where volunteers can record any future training they may have as well as useful notes and comments.

As part of their induction, volunteers are taken around the site where they will be working and shown all the facilities and fire escape routes. They are also introduced to as many staff as are available, this is a very important aspect of their induction as we recognise that our buildings are large and quirky behind the scenes, so we encourage them to explore the buildings when they are working with us and we want volunteers to feel part of the wider team from the start so that they feel comfortable asking questions of any staff they may come across at any time. It is also important that our staff also understand that volunteers are part of our team and have the opportunity to meet as many as possible, especially if they will not come across them on a regular basis as part of their own work.

H&S inductions are largely delivered by the Volunteers Team, but can be delivered by staff who are working 1-2-1 with volunteers if they have been trained to do so by the Volunteers Team. We work to a check-list of subjects to cover, so that every H&S induction is of the same standard. Volunteers are asked to sign off this checklist once they have received their induction; with a copy kept on their volunteer record, and one copy retained by them for information.

If a volunteer subsequently moves to another YMT site, the building tour element of the induction will be repeated for the new site and signed off again by the volunteer and Volunteers Team.

A typical role which would only attract an induction, would be a volunteer who supported us for a large one-off event, often as a result of their connection to a partner organisation with whom we were running it.

Level 2

Volunteers who will be working closely with one member or only a small team of staff, in a non-visitor facing role, will generally get 1-2-1 training for whichever tasks they will be undertaking from their project supervisor. This group usually also includes any placements or work experience students we have, and a

typical role would be working behind the scenes with a member of the curatorial team to research, catalogue, condition check or repack collection objects.

In order to support staff who are supervising volunteers, we will be providing a Supporting Volunteers Handbook for staff from summer 2013. The handbook will be rolled out with a training session for all staff, regardless of whether they are currently working with volunteers or not. In addition, the Volunteers Team will work closely with the HR department, who are tasked with developing a programme of staff training across the whole organisation, to ensure that ongoing training and support is provided for all staff who work with volunteers and that new employees are caught up in the training programme.

Level 3

Volunteers in a visitor-facing role are required to attend our in-house customer care training. In addition, if the role involves working with collection objects, our in-house object handling training is also mandatory.

Because of budget constraints, both of these training programmes are devised and run in-house, but they are bespoke to our projects and cover all the essential elements required to ensure that volunteers can carry out their role in a safe and enjoyable manner. Object handling is delivered by the Curatorial Team; customer care by the Volunteers Team.

Training is done in a group setting as this makes the best use of staff time, and we also find this the most useful for volunteers, who benefit from the opportunity to share skills and experiences and enjoy networking within the group.

Projects which offer a number of different collections based activities for volunteers to run, are also supported by a team of Trainer Guides. These are museum guides who are experienced in delivering collections based activities to visitors. Activities are developed by the curatorial/learning teams, who then train the Trainer Guides in the content and delivery, including bespoke object handling instructions for the individual objects involved.

The Trainer Guides then train volunteers in the individual activities. These are run on a rolling timetable, so each activity will come up every 4 – 6 weeks. This is to ensure that we capture new volunteers as they join the project and we keep the training at the same level throughout the lifetime of the activity. Activity training includes a live session with visitors so that the Trainer Guides can quality check the volunteer interaction with visitors as well as their understanding of the subject and handling requirements.

Volunteers are then able to join the main project rota, if the Trainer Guides are happy that they are performing at the required level. Anyone needing further support can access this by taking the whole session again at a later date, or by 1-2-1 support from the Trainer Guides or Volunteers Team as appropriate.

When they are up and running with visitor sessions, volunteers are required to provide feedback from every session they undertake in a daily diary. This enables us to monitor the popularity of the activity, identify any gaps or issues and also to capture additional information which often comes from our visitors. Interesting information gathered from visitors can often be added to the activity notes to enhance the activity content, as long as it can be authenticated.

External Training

Our volunteers are included in our external/staff training programme, and receive training alongside staff, if it is appropriate to the role they are undertaking.

This training largely includes:

Manual Handling

Ladder Training

Fire Training

Book Conservation

Food Hygiene Level 2 (for Kitchen Studio)

Security (for volunteers who open museum buildings to visitors without staff supervision, eg Raindale Mill)

There is a small budget for individual training needs and all requests from volunteers or project supervisors (on behalf of their volunteers) are considered on an individual basis focussing on the benefits to the project.

We regularly accept students onto volunteer projects to enable them to fulfil placement requirements from their course of study. Some students, particularly those with learning or communication modules in their course, can meet their placement needs by volunteering in a visitor facing role, and as long as they can meet all the mandatory training needs for the project, we will accept them onto the project for a short term role. Although we are not able to provide accredited training for students, in this way, we are able to contribute to an important element of their course.

We network extensively in the sector, both within the region and nationally, and are able to signpost volunteers to placements, internships and other volunteer opportunities as they arise in other organisations, increasing their learning experience and broadening their skills.

Future Plans

Plans are underway to roll out a programme of training across all sectors of our paid staff with a particular emphasis on customer service and management skills. Discussions are currently taking place with ACAS in terms of management training and also with an authorised provider of the Welcome All and Welcome Host programmes, which will be targeted at our front of house teams and appropriate volunteers. With the development of a staff training programme for YMT, we would expect that volunteers would be included on any training which was of benefit to them in performing their volunteer role with us.

We expect to be heavily involved in training staff to support volunteers to achieve their full potential and maximise their experience with us.

In addition, we would hope to accommodate as many volunteers as possible on any other training, even though it may not necessarily be vital to the role, but if it would be of benefit to them and providing that no additional costs would be incurred to the YMT training budget.

Fiona Burton
Volunteers Manager
May 2013

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Learning and Culture Overview and Scrutiny Committee

12th June 2013

Report of the Assistant Director (Communities, Culture & Public Realm)

York Museums Trust Partnership Delivery Plan: Performance Update to 31 March, 2013

Summary

1. This report updates members on the current progress of the York Museums and Gallery Trust (YMT) towards meeting the targets agreed in the Partnership Delivery Plan running until 31 March 2013.

Background

2. The Partnership Delivery Plan (PDP) approved by members in December 2007 outlined the key targets and objectives which the Council requires YMT to work towards over the period 2008-13. This report covers the 6 months from October 2012 to April 2013 and is the second of the bi-annual updates.
3. YMT was set up as an independent trust in order to achieve a business turnaround of the museums and art gallery and to enhance the cultural provision within the city. The key target areas reflected in the PDP for that period were:
 - Stabilising visitor figures
 - Delivering new income streams
 - Creating new exhibitions and interpretative services
 - Creating an education strategy
 - Increasing use and involvement by residents
 - Achieving high visitor satisfaction

- Cataloguing of the collection
4. The report from YMT (Annex 1) sets out how they have been addressing these issues in the period from October 2012 to March 2013. In particular, it should be noted that YMT have been addressing the previously reported drop in visitor numbers through a wide ranging programme of exhibitions, visitor engagement opportunities and a successful '2 for 1' ticket offer.
 5. The Art Gallery closed for the beginning of its refurbishment during this period and YMT staged an excellent and innovative closing event. The Art Gallery will now undertake a series of activities to ensure the collections remain in the public view and the community continues to be engaged with their work until the reopening of the gallery in 2015.
 6. The outcome of the Heritage Lottery Fund bid is still awaited; however, whatever the outcome of that bid YMT will undertake capital development at the Castle Museum to deliver their new exhibition dealing with the social impact of World War One. Annex 1 outlines all their activities in detail.

Options

7. This report is for information and there are no options to consider.

Corporate Objectives

8. YMT contributes to a number of corporate objectives including developing opportunities for residents and visitors to experience York as a vibrant and eventful city, improving opportunities for learning, and in strengthening York's economy through investment in the tourism infrastructure.

Implications

9. Finance: The Council makes an annual grant to YMT. It has received stable funding since 2002 with inflation uplifts. In 2012/13 the grant was £1,506,710. New financial arrangements were agreed by Budget Council in February and will extend to the end of March 2018.
10. The report has no implications relating to: Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property.

Risk Management

11. This report is for information and there are no risks to consider.

Recommendations

12. That members note and comment upon the performance of the York Museums and Gallery Trust.

Reason: To fulfil the Council's role under the partnership delivery plan.

Contact Details

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Tel No.4671

Janet Barnes
Chief Executive YMT
York Museums Trust

Chief Officer Responsible for the report:

Charlie Croft
Assistant Director Communities,
Culture and Public Realm

**Report
Approved**

Date

Wards Affected:

All

For further information please contact the author of the report

Annex 1: York Museums Trust Performance report to April 2013.

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York Museums Trust Performance Report

2012/13 Bi-annual Report to 31 March 2013

Executive Summary

Our biggest current project is the York Art Gallery Development Project. Since the gallery closed on 31 December 2012 we have emptied the building of collections and fittings and the building is now being checked for asbestos and potential structural issues before the main building contract begins in October. We are planning to reopen for Easter 2015 with 60% more exhibition space, improved visitor facilities and the new Centre for British Studio Ceramics. We have raised £7,170,000 of the £8,000,000 needed but so still have a way to go. We have applied to various trust and foundations and are awaiting the outcome of these.

Whilst the gallery is closed we have sent key works from our collection on tour. In May, the exhibition of some of our most famous paintings, **Masterstrokes** opened at The Collection at Lincoln, which is the first venue of a tour of six of northern public art galleries. We also have four paintings on display at the National Gallery and Tate Britain. The Hepworth in Wakefield is currently displaying paintings presented to York by Dean Milner-White and from October they will also display a large percentage of the W A Ismay ceramic collection. Eighteenth century paintings have also been lent to Fairfax House in York.

Work also continues on our other major development at York Castle Museum. This will see a refurbished Debtors Prison creating new exhibition spaces, better learning spaces and for the first time a visitor lift. The first exhibition to be held in these new spaces will be **1914: When the World Changed Forever**, a major changing exhibition on the social impact of World War One. This will be Heritage Lottery Funded and the final submission for the round two funding has recently been sent to HLF. We will hear by the end of June if it has been successful. We have devised a plan B should the HLF bid not be successful where we will use the secured funds to deliver a more modest World War One exhibition. This work has required us to find more storage for the displaced collections which is still under negotiation.

Due to the closure of York Art Gallery and the future part closure of York Castle Museum some staff have relocated to office space on the Shambles and on Marygate.

We are delighted to report that our joint venture from 2012, the York Mystery Plays, won Visitor Experience of the Year at this year's Visit York Awards ceremony. The production was also nominated for the Marketing Award and York Castle Museum was also nominated for Visitor Attraction of the Year.

We have worked with the council on a new Partnership Delivery Plan which will describe how we will work together up to 2018. YMT is incredibly proud of our achievements over the last 11 years and hope to continue to improve the services we offer York Residents and visitors to the city.

We have also begun to plan for displaying the reconstructed head of King Richard III, which will be on display at the Yorkshire Museum for 5 months as part of a national tour. We will also display items from the period along with the head, including items associated with Richard III including the Middleham Jewel and a recently acquired boar badge that would have been worn by a supporter of the king.

Plans are also progressing with signage in the Museum Gardens. We have agreed an overall plan of a unified suite of signs ranging from very clear, simple signs on the entrances, through to maps and behavioural signs which will help the Garden Guides in their duties.

Our regional role is developing with the Museums Development Team working well with the smaller and medium sized accredited museums across Yorkshire and Humberside. We also launched the third Art in Yorkshire project which is led by YMT and has over 20 partners.

Staff Numbers at 30 April 2013 were: 106 Permanent, 54 Casual, 9 Temporary, totalling 169.

Analysis of Performance

a) Stabilising visitor figures

Summer 2012 was very challenging, as it was for many attractions throughout the country, attributed to the effect of the Olympic Games and the bad weather experienced through the holiday period. Since the start of 2013 though figures have improved and we had a very good February half term and Easter.

Total Visitors: 4 months from January to April
2013
(excluding conference visitors)

	Actual	Last year	% Change
Castle Museum	63,542	53,266	+19%
York St Mary's	4,286	0	-
Yorkshire Museum	25,134	22,535	+12%
Grand Total	92,962	75,801	+23%

(York St Mary's was not open during this period last year)

Final figures for the year (discounting the closed York Art Gallery) are very similar to the previous year, a remarkable turnaround considering the summer dip. We partly attribute this to our 'two museums for £10' offer which has proved to be very popular.

One area that we do not count visitors on a regular basis is the number of people enjoying the Museum Gardens which at the last count we believe are somewhere in the region of over 1.3million per annum.

b) Delivering new income streams

Councillors should be aware that due to government funding cuts our Arts Council Major Partner Museum award of £3.5m for 2012-15 has been cut by 2%. We expect further cuts to be announced due to budget cuts by the Coalition Government.

YMT's Trading Subsidiary Company continues to show a strong performance and this year retail, catering and venue hire delivered a profit of £206,000 largely because of our very successful wedding venue, the Hospitium. This income feeds back in to support the Charity under a tax-free Gift Aid arrangement.

We have also begun to think about a YMT Membership scheme and have had a meeting with a consultant which has helped our approach.

Over the reporting period we have also been successful in securing funds for the following:

Family Saturday's:

- Friends of York Art Gallery, £1,800

Purchase of watercolour of St Mary's precinct by Patrick Hall

- Friends of York Art Gallery, £400

Learning events for upcoming Bruce Nauman exhibition

- The Art Fund, £8,800

c) New exhibitions and interpretative service

It has been a busy start to the year with lots of new exhibitions. **Toys** has always been one of the Castle Museums most popular displays, so with the upcoming refurbishment it was decided to create a brand new exhibition space in a larger area. A new play area for children has been created, which is a brand new aspect to the museum. The exhibition opened on 15 February and was attended by children from St Paul's Primary School.

York: Capital of the North was opened on 28 February at the Yorkshire Museum by the Dean of York, Vivienne Faull. The exhibition is in the medieval galleries and includes the newly acquired boar badge that relates to Richard III.

Due to the closure of York Art Gallery, York St Mary's has become York Art Gallery's new contemporary art space. We partnered with Aesthetica, the York based publishers to launch the first ever **Aesthetica Art Prize Exhibition**. It took place from March to April, and was a great success, particularly as it attracted lots of young people. Following this we have opened **The Matter of Life and Death**, an exhibition curated by Julian Stair, a very established potter and writer who worked with all the YMT historic ceramic collections on the theme of death. This is a departure from our installation approach and has worked beautifully. The range of objects is very broad including Neolithic and Egyptian works and contemporary pieces by Stair himself, all on open display. After this we are pleased to host an exhibition of work by the international artist Bruce Nauman, as part of the Tate's Artist Rooms.

Earlier in the year we also displayed an exhibition of York based artist Mark Heard's work from his book '*A First Book of Nature*' at the Yorkshire Museum. This has been followed by the exhibition **After the Ice** on Yorkshire's prehistory that includes famous items found at Star Carr. This is part of our Prehistory in Yorkshire project, which has also seen Bronze Age objects from the Lamplough-Lidster archaeological collection on display at Dalby Forest Visitors Centre. This is the first time the collection has ever been on public display. The installation, in close proximity to where the objects were originally recovered, will make YMT's archaeology collections accessible to a new audience.

We held another successful Contemporary Art Walk on 10 April with a visit to York St Mary's, Kentmere House Gallery and the National Railway Museum.

We have also begun thinking about new gardens to the rear of the gallery that we will connect to the current footprint of Museum Gardens. We are busy consulting on these plans at the moment and they include a Yorkshire edible garden, a space dedicated to the botanical history of the site, and a possible artist's garden.

d) Create an education strategy

Headline educational figures for the period are as follows:

	YCM		YM		Total	
	2012	2013	2012	2013	2012	2013
Children from York schools	1,125	919	585	888	1,710	1,807
Children from non-York schools	5,407	5,079	2,889	2,313	8,296	7,392
HE and FE student visits	300	216	321	54	621	270

Formal Learning

We are evaluating our Formal Learning provision and finding out why there has been a drop in the attendance of York primary schools to York Castle Museum. There has been a good increase in York secondary schools attending both museums though.

We have developed 3 new art workshops for primary schools, *Portraits in Your Pocket* and *Sensing the Gardens* for delivery at the Yorkshire Museum and *York Prison: Can this Building Speak?* delivered at the Castle Museum.

Portraits in Your Pocket uses miniature portraits from the Gallery collection and coins from the Yorkshire Museum to illustrate why people carry portraits and what they can tell us about the people they portray. *Sensing the Gardens* includes a tour of the Museum Gardens during which the children make a sensory map. Photographs, prints and drawings show the gardens during different seasons and at different periods of its history and stimulate discussion. *York Prison: Can this Building Speak?* uses drawing activities to encourage the children to explore the history of York Castle and the prison buildings.

Family Learning

Family Saturdays will run at York St Mary's whilst there are exhibitions on show, during the rest of the year they will be held at the Yorkshire Museum.

A special leaflet detailing the new programme of offers for Under 5's at the museum has been produced with brand new events including Kitchen Club and Storytelling and Singing.

A week long Art School for teenagers was held at York St Mary's. Participants created sculptures using old dining chairs under the expert guidance of Aesthetica Art Prize winning artist Poppy Whatmore.

Adult Learning

York Open Studios artists led eight workshop sessions for adults (four each at the Yorkshire and Castle Museums) in January. These workshops have been run annually at York Art Gallery and we were keen to continue this successful partnership. 94 people attended in total, over two weekends.

Artist Jake Attree delivered drawing workshops at the Yorkshire Museum in early February, as part of the annual Residents Festival; 13 people attended.

Book Club at the Yorkshire Museum has continued with 'Theft: a Love Story' by Peter Carey, and 'Toast' by Nigel Slater.

Territories

A classroom has been hired at Burnholme Community College so that the Territories programme for hard to reach groups can continue while York Art Gallery is closed.

Five sessions have also been held at Auden House, a care home for the elderly. These *Music and Memory* sessions are led by musician Thea Jacob and will ultimately generate stories, songs and reminiscences which can be used as part of the interpretation of the new toy exhibition at the Castle Museum.

Gypsy traveller pupils at Lakeside Primary have been inspired by Royal Crown Derby ware. They have produced collages, small clay sculptures of birds and decorated plates. They will each gain an Arts Award at Discover level for this project. This is particularly significant as the school do not expect these children to achieve satisfactory grades in their end of year SATs.

With support from an Occupational Therapy Nurse we are running a further five sessions for people with dementia and their partner-carers. Artist Kirstie Briggs Bateman will create sensory memory boxes with the group.

e) Increase use and involvement by residents

With the gallery emptied, we opened the doors to the public for one last time on Saturday 2 February. The empty building was used to celebrate the creativity of the local community with a display of the 'York Bayers Tapestry' (a 120 panel painting measuring over 200 feet in length, which was produced in sessions across the city organised by City of York Council during *York 800*) and a small exhibition of contemporary quilts produced by the Quilter's Guild and performances by York Youth Theatre.

Visitors were encouraged to draw on the walls of the downstairs galleries, we ran open public sessions with a digital drawing tool, members of the Northern Potters ran drop-in clay workshops in the main gallery and demonstrated throwing on a wheel. We also ran activities for the under 5s in the Studio and a café with craft materials on hand in the entrance hall. Curators and guides also gave tours of the back-of-house areas and explained the development plans to visitors.

The Friends of York Art Gallery encouraged people to make donations and talked to people about the development and the role of the Friends. This was a hugely successful event which received press both locally, nationally and in Ireland. The Mayor and Sheriff of York attended as did Councillor Sonja Crisp. Total visitor numbers were: 756 children and 3,011 adults, which is the greatest number of visitors YMT has had in a single day to the gallery.

We currently have 310 active volunteers on our books as at the end of April, totalling 3,608 contributed hours across all of the sites over the reporting period.

York Observatory opened as part of the BBC Stargazing Live event again this year. We offered 84 free timed tickets, which sold out within 2 hours of bookings opening on the internet, and, even though the night itself was cloudy, almost everyone turned up for their session.

We now have Historic Library Steward volunteers in the Yorkshire Museum library 4 days a week, including weekends which are our busiest days. We took our team on a fact-finding trip to the Minster Library where staff there showed us around and talked us through their operating procedures. The library continues to attract much admiration from visitors and we are looking forward to growing this project steadily over the coming months.

We had good cover for Studios activities at the Castle over Easter and visitors enjoyed our child-themed activities in the Studio spaces. Our new history team volunteers are up and running at the Castle Museum, helping the history team

with a number of audit projects in both the internal stores in the museum and at our stores.

f) *Achieve high visitor satisfaction*

Visitor surveys carried out in summer 2012 by Spirul Research showed that at:
York Castle Museum:

- 99% of visitors were either satisfied or very satisfied with their visit
- 97% would recommend the museum to others
- 96% would visit again

At Yorkshire Museum:

- 97% of visitors were either satisfied or very satisfied with their visit
- 97% would recommend the museum to others
- 89% would visit again

At York Art Gallery:

- 97% of visitors were either satisfied or very satisfied with their visit
- 99% would recommend the gallery to others
- 95% would visit again

Incidentally, York Castle Museum is now the best rated charging York attraction on Tripadvisor and third only to the NRM and the City Walls out of all 125 attractions listed in York.

g) *Ensure the cataloguing of the collection*

We have begun drafting up a new Collections Development Policy that is needed for national Accreditation of our collections. This has been taken to, and discussed by, the Learning and Culture Overview and Scrutiny Committee, and will be finalised in the summer.

Collections stewardship is very much to the fore with plans for new storage, collection development plans, archaeology collection rationalisation and in the autumn our submission for Accreditation.

The collections technician has completed work improving archaeological records in the Adlib database by using the MDA archaeological object thesaurus. The collections team continue to update the Adlib records for fine art, adding new locations and insurance valuations. The registrar provided Adlib training for the digital team leader and the collections facilitators of natural science and history, and the science team have been working on getting up to speed with the documentation of the collection.

Collection Facilitators are reviewing departmental information systems. Approximately 35 - 40 separate indexes have been found. Information from these will be added to Adlib as the collections are checked and documented. A basic filing system is being created for the department and two further volunteer projects will be created from this to organise existing held research and to link objects with donation letters.

Acquisitions over the period have included a group of seven works of art by war artist Jules George that document his trip to Afghanistan with the 2nd Battalion Yorkshire regiment (Green Howards); a watercolour by Patrick Hall, c. 1950, which shows a design for a sculpture garden at the rear of York Art Gallery; ice skates used in Rowntree park; equipment from the Museum Garden Bowling Club; a 1853 pattern Enfield musket rifle; a WW1 Rum Jar; a 1980's mobile phone and camera; and WW1 handkerchiefs.

**Janet Barnes, Chief Executive
York Museums Trust, May 2013**

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Learning and Culture Overview & Scrutiny Committee

12 June 2013

Report of the Assistant Director (Communities, Culture & Public Realm)

York Museums Trust, New Partnership Delivery Plan**Summary**

1. This report updates members on the new partnership delivery plan agreed by the Cabinet Member for Leisure, Culture and Tourism.

Background

2. The Partnership Delivery Plan (Annex 1) is a joint agreement between the Council and the York Museums Trust and is an annex to the 'Funding Agreement' agreed through the budget process. It covers the period from the 1st April 2013 to the 31st March 2018.
3. In the Partnership Delivery Plan (PDP) the main joint objectives are outlined with an indication of the outcomes that are expected to be delivered. This is a 'living' document and will be under review, through the regular client meetings, to ensure changes in circumstance and new opportunities are not missed. The joint objectives are detailed below and it is proposed that the future Learning and Culture Overview and Scrutiny Committee updates will be given with reference to the new targets and areas for development agreed.

Partnership Objectives

4. The partnership objectives outlined in the PDP are:
 - To protect and conserve the collections, gardens and buildings
 - To promote access to the city's collections, gardens and buildings appropriate to the 21st century

- To attract more visitors to all the YMT sites, increasing visitor numbers from 660,000 to 900,000 by 2018, thus contributing to the local and regional economy
 - To create learning opportunities and improve skills for all and develop innovative programmes springing from the collections, gardens and buildings
 - To network and collaborate with partners and contribute to the development of the economic and cultural life of the city and the region and support York's world class cultural offer
 - To raise substantial funds to realise these aims through the development of sustainable income streams and relationships with grant making bodies and trust.
5. The reports to the Learning and Culture Overview and Scrutiny Committee will be provided twice a year by YMT to the Client Officer and will cover the following areas as a minimum:
- i. achievement of the principal partnership aims set out above
 - ii. number of visits to each of the Trust's sites and temporary exhibitions including the number of uses by residents (actual and as a % of all users and segmented into demographic groups on an annual basis)
 - iii. number of hours the collections of the Trust are available to the public during the financial year at each of the sites
 - iv. implementation of agreed capital schemes
 - v. development of new income streams
 - vi. development of new exhibitions and interpretative services
 - vii. development of collections storage
 - viii. delivery of the education service including the number of school groups using the Trust's services: (a) actual numbers of all school users, and % as compared to all visits; (b) numbers of local school users and % of total city catchments, and number of local people taking up life-long learning opportunities offered by the Trust
 - ix. Number of events/activities where learning forms a substantial component of the activity. Number of adults participating in those activities

- x. use and involvement of local people including numbers volunteering
 - xi. achievement of visitor satisfaction (annual update as this will be aggregated over the year and by site)
 - xii. level of external investment applied for and secured
 - xiii. number of residents consulted through focus groups, surveys and other means including a) young people, b) older people, c) target groups for inclusion
 - xiv. progress on cataloguing the collections and documentation
 - xv. acquisitions and disposals from the collections
 - xvi. number of uses of the Yorkshire Museums Gardens for activities and events.
6. The scope of the reporting to the Learning and Culture Overview and Scrutiny Committee is larger than that of York Theatre Royal but this reflects the significantly higher investment into the YMT and their responsibility for the care and development of the city's collections, gardens and buildings.

Corporate Objectives

7. YMT contributes to a number of corporate objectives including developing opportunities for residents and visitors to experience York as a vibrant and eventful city, improving opportunities for learning, and in strengthening York's economy through investment in the tourism infrastructure.

Implications

8. Finance: Budget Council in February this year set the funding level for the York Museums Trust at a reduced level for 2013/14 of £1,206,710 with a further reduction from 2014/15 onwards to £1,106,710. The current financial arrangements extend to the end of March 2018.
9. The report has no implications relating to: Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property.

Recommendations

- 10. That members note the new Partnership Delivery Plan and comment upon the suggested reporting arrangements.

Reason: To fulfil the Council’s role under the partnership delivery plan.

Contact Details

Authors:

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Head of Culture, Tourism &
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Chief Officer Responsible for the report:

Charlie Croft
Assistant Director Communities, Culture &
Public Realm

Report Approved **Date**

Wards Affected:

All



For further information please contact the author of the report

**Annex 1: City of York Council and York Museums & Gallery Trust
Partnership Delivery Plan**

CITY OF YORK COUNCIL
AND
YORK MUSEUMS AND GALLERY TRUST
PARTNERSHIP
DELIVERY PLAN
2013 -2018



Partnership Delivery Plan: 2013/2018

1. This Partnership Delivery Plan is a joint agreement between the Council and the York Museums Trust and is an annex to the 'Funding Agreement'. It covers the period from the 1st April 2013 to the 31st March 2018. It may, however, be updated by the Council and the Trust during that period in the light of changing circumstances. The Funding Agreement provides a process whereby the Plan will formally be reviewed by the Council and the Trust towards the end of the 5 years in order to create a new plan for the next 5 years.

Context

2. City of York Council aims to establish itself as vibrant and cosmopolitan city with a world class culture. York Museums Trust will play a major part in positioning York as a world class cultural centre. They are commissioned by the council to protect and enhance the city's collections, buildings and gardens and to use them as a stimulus for learning and a source of inspiration and enjoyment for all.
3. York Museums Trust was established in 2002 by City of York Council to run the accredited museums and galleries, housed in listed buildings and located in scheduled ancient monument sites, previously managed by the Council. The five sites are: York Castle Museum, Yorkshire Museum, York Art Gallery, York St. Mary's and the Museum Gardens. York Museums Trust has had a very successful 10 years with an increasingly stable financial base and much improved museums with growing audiences and expanding public programmes. Successes have included the £2m redevelopment of the Yorkshire Museum, a 67% increase in visitor numbers across our sites, an award winning learning service and an expanding volunteer scheme.

4. YMT have invested several millions in the buildings and award winning displays, and currently have 660,000 visitors per annum across the museums and galleries with an additional c1.2m visits per year to Museum Gardens. They are considered one of the most successful independent charitable trusts to run museums in the UK museums sector. This has been demonstrated by their successful bid to become one of Arts Council England's 16 Major Partner Museums and to take on the responsibility of museum development for Yorkshire and the Humber.

Partnership Objectives

- To protect and conserve the collections, gardens and buildings
 - To promote access to the city's collections, gardens and buildings appropriate to the 21st century
 - To attract more visitors to all the YMT sites, increasing visitor numbers from 660,000 to 900,000 by 2018, thus contributing to the local and regional economy
 - To create learning opportunities and improve skills for all and develop innovative programmes springing from the collections, gardens and buildings
 - To network and collaborate with partners and contribute to the development of the economic and cultural life of the city and the region and support York's world class cultural offer
 - To raise substantial funds to realise these aims through the development of sustainable income streams and relationships with grant making bodies and trusts
5. In order to increase the visitor numbers YMT are dependent on York continuing to attract tourists, to engage with local communities and to national trends increasing leisure and heritage activities. YMT will therefore continue to work beyond their core business on projects that promote York and the region. CYC will continue to work with partners to ensure that we attract more cultural tourists through supporting improvements in the quality of the heritage and arts offers in the city

Delivery Plan 2013-18

1. Income Improvement

6. In order to provide further financial stability YMT will develop new income streams which include:

- Potential to charge for special exhibitions at the newly developed York Art Gallery to underwrite some of the costs of mounting expensive exhibitions
- Continuing to invest in public content and marketing at York Castle Museum
- Launching a membership scheme
- Encouraging private giving through legacies
- Improving the quality and originality of retail products
- Partnership working in terms of new exhibitions, public programmes including events, performances to spread the risk and cost.

2. Capital Projects

7. The coming years will be a time of significant capital investment in York Museums Trust. During this period several key projects are expected to be delivered:

2013–2014

Castle Museum Changing Spaces

8. This is a £2 million project currently being developed involving mainly the 1st and 2nd floors of the Debtors Prison seeing new public display areas on the 1st floor beginning with a changing display about World War 1. This will continue until 2018 with changing content according to the anniversaries of the war and societal change.
9. The development will also see new offices, meeting rooms, secure stores and learning spaces on the 2nd floor with improved public access to both floors with the addition of a new lift.
10. Creating major new public offers at York Castle Museum continues to be an important part of the strategy for financial sustainability. This project is expected to be funded by the Heritage Lottery Fund (£1.5m), £250,000 from Arts Council England with £250,000 match funding to be secured from other sources.

2013–2015

York Art Gallery Development

11. This is a major capital project costing £8 million involving the whole of the footprint of the existing 19th century grade 2* listed building. This includes the space currently occupied by York City Archives and the hidden space above the Main Gallery.

12. The project will create:

- A 60% larger exhibition space enabling more of the permanent collection to be on display
- the Centre of British Studio Ceramics
- a suite of three interlinked exhibition galleries on the ground floor
- a new and larger learning space
- a new shop, café, and extra toilets
- a new garden entrance and balcony

13. This project is in progress and York Art Gallery will reopen in early 2015.

2013–2015

Exhibition Square

14. As the public space in front of the gallery, Exhibition Square is extremely important to the repositioning of York Art Gallery when it reopens in 2015. The major works on the capital development of the gallery are largely internal so there is no real sign of change from the front view, consequently a newly designed Exhibition Square will be a necessary signal of the change. Exhibition Square is the responsibility of the City of York Council. CYC will be working with all key stakeholders, including York Museums Trust, to make this a truly wonderful public square by 2015.

2013–2015

Museum Gardens

15. The Museum Gardens project involves extending the gardens to include the land behind York Art Gallery thereby increasing the overall size of the gardens by 20%. Drawing on the expertise of Garden Manager, with contributions from a variety of experts and stakeholders, YMT are asked to develop and agree a gardens master plan with the aim of becoming a nationally recognised botanic garden with its own distinctive character.

16. The master plan will be steadily rolled out between 2013 – 2018. The gardens will be an extension to the cultural life of the city, a recreational green space, accessible for all.

2015-2018

Castle Area

17. Castle Area is a very important project for York's developing tourism offer. YMT are asked to work with English Heritage on ideas to position the Castle Area as a major tourist destination featuring Clifford's Tower and the medieval castle remains in the Castle Museum. With the future development plans for the Castle Piccadilly Area forthcoming it is key that the heritage and its tourism potential of the area are fully taken into account during the development process.
18. York Museums Trust will lead on consulting with stakeholders and developing a master plan for heritage and tourism uses for the area.
19. City of York Council will consider any further requests for support of a capital nature through the normal CRAM procedures annually.

Capital Programme Outcomes

20. By 2018 YMT will have:
 - Repositioned the developed York Art Gallery as a leading regional gallery and Centre for British Studio Ceramics after an investment of £8million
 - Enlarged Museum Gardens, extending the green spaces in the city, created new botanical gardens and contribute more to the cultural life of the city with increased connectivity to the historic city
 - Created a European quality Exhibition Square in partnership with stakeholders
 - Developed the Debtors Prison half of Castle Museum
 - Developed the Castle Area as a tourist destination including a new Castle Piazza with Partners (subject to the Castle Piccadilly development progressing and agreement with the Council on management of the Eye of York)

3. Public Programme

21. We agree that York Museums Trust will promote the city's museums and collections through a varied range of activities including exhibitions, displays, community projects, volunteer schemes, formal learning for schools, informal activities for families and adult learning. In order to ensure that York residents and visitors have access to the collections and learning opportunities are available for all.

Yorkshire Museum

22. YMT are planning the following major exhibitions and projects:

2013–2016, Yorkshire's Prehistory

23. This is a three year extensive research project about the rediscovery of Yorkshire's earliest prehistory. Three distinct periods are firstly Star Carr, a Mesolithic site which contains evidence of some of the earliest hunters and gathers in Europe; secondly, Bronze Age 'landscapes of the dead' on the North York Moors; and thirdly, Arras cultures from the Yorkshire Wolds and North York Moors, featuring Iron Age continental cultures and chariot burials.

24. Partners include the British Museum, North York Moors National Park, English Heritage, English Nature, Yorkshire Archaeological Society, Yorkshire Wildlife Trust and University of York.

2014–2016, Sea Dragons

25. A major exhibition will be the outcome of a joint research project with Scarborough Museums Trust, the Natural History Museum and other local museums opening in 2016, focussing on the sea creatures from the Jurassic period, centring on important fossils such as York's ichthyosaur.

2016 -2018, Alcuin and the Anglians

26. Anglian York (Eoforwic) was a seat of royal power, religious importance and European learning. King Edwin of Northumbria, whose kingdom stretched from Carlisle to the Humber was baptised here in AD 627. By AD 866 the city was renowned throughout Western Europe for learning and scholarship. Alcuin, made York and the library he established here famous throughout Europe. Sandwiched in time between the now renowned cities of Eboracum and Jorvik, Eoforwic is often overlooked. This exhibition aims to illuminate the glory of Eoforwic on a European stage.

York Art Gallery

2013 -2014, York Art Gallery Interim Programme

27. With York Art Gallery closing for the capital project from 2013 to 2015, YMT will arrange an interim programme which will take place in York St Mary's and in other galleries regionally and nationally. YMT will organise a touring exhibition of about 40 of our most

important paintings which will tour across Yorkshire to 7 venues for the 2 years we are closed.

28. YMT will also lend a substantial amount of the WA Ismay collection of British Studio Pottery to the Hepworth as Ismay came from Wakefield. They will also be lending the Hepworth and Leeds Art Gallery some paintings for display as well as a few key paintings to Tate and the National Gallery.

St. Mary's

29. In 2015, once the art gallery reopens, York Museums Trust may be requested to surrender the lease of York St Mary's. YMT agrees to surrender the lease of St Mary's on request of the City of York Council. Until then YMT will be fully using York St Mary's with an extended opening period from March to November 2013 with the following exhibitions:

- Aesthetica International contemporary art exhibition featuring 8 artists organised in partnership with Aesthetica magazine that are based in York.
- Julian Stair, an established ceramicist who will create an installation in York St Mary's in partnership with the University of Westminster.

York Castle Museum

2014 – 2018, World War I

30. This will be the opening exhibition after the Castle Museum capital project. The content is currently being researched and will involve a large number of interest groups and local people. The exhibition will centre on World War I dealing with both military and social history using individual histories from York people. It is intended to refresh and change the displays over the next five years until 2018. The legacy of this project will be a suite of interlocking galleries that will be adaptable to a range of exhibitions in the years to come.

Museum Gardens 2012–2018

31. In Museum Gardens we will see the following initiatives:
 - 2013 - Interpretation of Museum Garden's hidden and visible including St Mary's Abbey, opening up the Multangular Tower as a partnership youth project to develop skills, Garden Development plan for Museum Gardens agreed and delivered incrementally

- 2014 - Garden Development Plan continues to be delivered
 - 2015 - New gardens behind York Art Gallery opened ready for launch of gallery
32. More people will experience and be inspired by museums. YMT will use its rich resources of historic sites, collections and buildings for the benefit of a wider public through sharing the collections with other museums both regionally and nationally through loans and touring exhibitions. YMT will interpret and open up the historic sites of York Castle and St Mary's Abbey, both physically and intellectually, to more people.
33. In order to improve access YMT will develop close links with hard to reach groups and young adults. A new project, Genesis, primarily aimed at young people aged 16 to 24 will provide opportunities to work with experts on the collections in areas specifically relevant to the interests and aspirations of young people. They will expand the York Art Gallery Territories programme, which is aimed at disadvantaged groups in the city, across all of York Museums Trust.
34. YMT will deliver a collections based project Your Story/England's Story at the Castle Museum exploring the links between local people and the museum collections. They will continue to deliver our successful informal learning programme in the Studios at the Castle Museum and extend it to the Yorkshire Museum.
35. YMT will increase the Volunteers scheme and extend the range of opportunities for volunteers, expanding the total number of them and the hours they work.
36. YMT will operate an effective access and equalities policies which will support the public body requirement to promote the collections, gardens and buildings to all sections of the community as defined in the Equalities Act 2010.

Public Programme outcomes

37. By 2018 YMT will have:
- Increased our contribution to York's economic impact by increasing visitor numbers from 660,000 to 900,000
 - Improved the public realm through capital investment and imaginative interpretation schemes and linked these to a public participation programme

- Developed active international partnerships to enhance the public programmes, raised YMT's reputation within the museum sector in this country and in Europe and raised funding from the European Commission
- Worked on initiatives to serve the needs of York's many overseas visitors including the provision of translations of exhibition information
- Committed to developing the designated collections and their impact to ensure maximum public benefit.
- Increased the number of volunteers by 100% active at any one time from 200 to 400 per year
- Increased the number of volunteer hours and the hours to 25,000 per year
- Deliver effective access and equalities policies

4. Working in Partnership

38. York Museums Trust has established strong partnerships across the educational and public service sector in York and the region. In the coming years YMT will support the CYC strategic objectives as follows:

Economic Growth

39. The importance of cultural tourism to economic development is now widely acknowledged. York Museums Trust's own economic contribution was demonstrated by the 2011 DC Research report which showed that spending by their visitors equates to nearly 200 full time equivalent jobs in York. In the coming years YMT will invest significant sums to secure and grow their visitor numbers from 660,000 to 900,000. This will secure jobs in York's economy.
40. YMT programmes will support skills development in the sector and will set up and broker the "On the Job" project which aim to provide opportunities for people working in museums and galleries to become involved in specific real projects being undertaken by other museums.
41. YMT will aim to be a sector leader in delivering excellent customer service and enable other museums to achieve the same through the Museum Development Fund. Opportunities will be offered through the Museum Development Fund for staff from small and independent museums to develop their experience and professional

skills by becoming involved in projects being undertaken by other museums. We will double the number of volunteers working with us and devise skills development opportunities to keep engagement high and help us deliver an excellent 'customer journey'.

42. YMT will lead the sector on a regional Front of House development project called "Up Front", bringing together a project group to devise a training programme for Museums and Gallery staff and volunteers. These initiatives will increase skills and employability within the cultural sector in the city.

Improving the Civic Realm

43. York Museums Trust's investment over the course of this plan will focus on developing high-quality public spaces with high social value. As well as direct investments in York Art Gallery, Museum Gardens and York Castle Museum, YMT will work with partners in the city to encourage improvements to the wider public realm, particularly around Exhibition Square and the York Castle area.

International City

44. York Museums Trust has developed an ambition to increase their work internationally. During the next five years they will develop partnerships that will take the collections and work into an international context. YMT are currently exploring a partnership with Bristol Museums and Galleries to develop a European Commission cultural project with international partners.
45. YMT will develop expertise and knowledge about the collections, working with individual experts and partnerships from regional and national museums, HE and FE institutions and other related cultural organisations around the world.

Collaborations

46. YMT will work with CYC and support its collaboration with Blackpool Council in areas such as sharing of exhibitions and collections.

Development of Young People

47. YMT will work to ensure that every child and young person in York has the opportunity to experience the richness of museums collection. This work will involve both formal and informal learning for children and young adults. YMT will develop extensive formal learning opportunities delivered on all subjects across all sites working across all ages from Under 5's to new career development

opportunities for young people hoping to start work in the cultural and creative sector.

48. In this time of economic recession with restrictions on creating new jobs we must work together to ensure that young people are not excluded. YMT will create opportunities to engage them in real opportunities for young people to learn the skills for working in the arts, tourism and heritage sectors. YMT will also continue to work with our many partners on specific projects across the Trust including Tate, the British Museum, University of York, York Theatre Royal, whilst also forging exciting new partnerships, such as with the Imperial War Museum.

Digital Inclusion

49. We recognise that digital content offers a major opportunity for our museums to deliver large parts of their work in increasingly innovative ways, to larger and more diverse audiences. Over the period of this plan YMT will ensure that all major elements of their public programme will have a significant digital expression.
- YMT will use existing platforms or build new ones to encourage creative interaction with content, e.g. through digital volunteering.
 - YMT will encourage the repeating, re-use and re-purposing of content across different platforms and media.
 - YMT will actively seek to promote and cross-promote the museums and the collections through these various digital outlets
50. There is a need to increase the skill base within YMT in order to make the most of these opportunities. To that end they will create a team dedicated to supporting the digital expansion. The team will work with existing staff and within the existing programme.

Working in Partnership outcomes

51. By 2018:
- The cultural sector workforce and volunteers will be more confident and skilled in wider areas of work
 - YMT will increase the international profile of York through cultural partnerships across the globe
 - YMT will be increase the number of children and young people we work with by 25%

- Customer satisfaction will be improved across the museums and art gallery
- Access programmes for YMT projects and collections will all contain a digital access element

General Conditions

Governance

52. Effective governance is at the heart of York Museums Trust. They will continue to review our process of the recruitment of Trustees and the Chair regularly to ensure best practice. As a publicly funded body they must operate in an open and transparent way. YMT will operate an effective access and equalities policies that will include all trustees and staff recruitment practices. Their Forward Plan 2012-2018, board minutes, policies and information on Trustees to be posted on the website, being available to everyone.

Collections Management

53. Collections are at the heart of their work for the council. YMT will continue to develop the collections and improve all aspects of collection management. They will make a number of improvements and developments over the period including:
- New storage facilities for the social history collections
 - A major re-evaluation and rationalization of the bulk archaeology post excavation holdings
 - Improved collections IT and data support for staff and volunteers
 - A new acquisitions and disposal policy to be agreed with CYC
 - Ensuring readiness for the next round of collections management accreditation

Yorkshire Museum and Gardens

54. In the case of the Yorkshire Museum and Gardens the respective roles of the Council and YMT are defined by their status under the charitable scheme as Custodian Trustee and Managing Trustee respectively and the heads of terms agreed with the Yorkshire Philosophical Society.
55. In addition to undertaking the role of managing trustee YMT will undertake to:
- Provide at least 2,534 hours of public opening at the Yorkshire Museum

- Provide free admission to the permanent collections of the Yorkshire Museum for all citizens of the City of York (charges may be applied in the case of temporary or touring exhibitions)
 - Use all reasonable endeavours to maintain the existing registration of the Museum Gardens on the Register of Parks and Gardens of Special Historic Interest maintained by English Heritage
 - Use all reasonable endeavours to maintain the registration of the gardens as botanical gardens
 - Give public access to the gardens daily (except Christmas Day) unless closure is necessary for reasons of public safety. Opening hours will be 7:30 am to 6:00 pm in Winter and 7:30 am to 8:00 pm in Summer
 - Permit access to the Museum Gardens for all civic ceremonial and similar events promoted by the Council on up to 10 days in each year provided that the Council give as much notice as is practicable and provided that where the Council requires access at times outside the normal opening hours set out above YMT may restrict (but not prohibit) access for the purpose of maintaining security and/or good estate management
 - Insure, with an insurer of repute, third party and property owner's liability risk with a limit of indemnity of at least £10 million in respect of any one occurrence
 - Indemnify the Council against any claims, proceedings or demands, and all damages, losses, costs, and expenses incurred arising out of any accident, loss or damage to persons or property occurring in or on the premises of the Yorkshire Museum and Gardens
 - Use all reasonable endeavours to keep the premises in good repair, this responsibility to be construed in the light of the relevant clauses in the Transfer Agreement, the condition surveys and the provisions contained in paragraphs 39 – 41 of the Executive report of 26 July 2002 (see the Council's corresponding responsibility below)
56. In addition to carrying out the role of custodian trustee the Council will undertake to:
- Keep the premises insured with an insurer of repute against the insured risks (i.e. fire, lightning, earthquake, explosion, aircraft (other than hostile aircraft and other aerial devices or articles dropped therefrom, riot, civil commotion, malicious damage,

storm or tempest, bursting or overflowing or water tanks, apparatus or pipes, flood, and impact by road vehicles, subsidence, heave, and such other risks as may from time to time be reasonably required by the Council or by YMT) in a sum which in the reasonable opinion of the Council represents the full replacement cost, subject to such uninsured excess as the insurer may properly apply. The Council will deduct the cost of the premium from the annual grant to YMT.

The Council will not be obliged to insure YMT's fixtures and fittings, boilers, lifts, escalators, or other plant and machinery in and exclusively serving the premises. The Council will not be obliged to insure fixtures and fittings that may become part of the premises until YMT has notified the Council in writing of their reinstatement value.

Following damage or destruction by any of the insured risks the Council shall apply the net proceeds of the insurance monies received to the rebuilding or reinstating of the premises.

In the first instance the Council will retain liability for any major failures to roofs and external walls. Major failures will be defined as those where the cost of the repairs is greater than £25k and which prevent the tenant from reasonably carrying on their business at the premises. All other categories of repair and maintenance will be responsibility of the Trust (see above)

Review and monitoring

57. The procedure will involve:

- a) Twice yearly review of performance between the partners:
 - the Trust will provide performance information as set out above
 - senior managers from the Trust (i.e. the Chief Executive and/or the Director of Finance & Business Development) and the Council (i.e., the "Client Officer" and/or the Assistant Director for Lifelong Learning and Culture) will meet to review performance against the agreed indicators. Meetings will be set a year in advance and will normally be held in April and September
 - YMT will submit a performance report to the Council's Executive Member in May and October each year. The YMT

Chief Executive will attend the meeting to present YMT's report and respond to any questions

- b) YMT will provide performance information as requested by the Council to any ad hoc scrutiny reviews conducted by the Council from time to time and attend the relevant meetings to respond to members' questions
58. Within this process information will be provided by the Trust to the Client Officer in the following areas as a minimum:
- 1) achievement of the principal partnership aims set out above
 - 2) visits to each of the Trust's sites and temporary exhibitions including the number of uses by residents (actual and as a % of all users and segmented into demographic groups)
 - 3) number of hours the collections of the Trust are available to the public during the financial year at each of the sites
 - 4) implementation of agreed capital schemes
 - 5) development of new income streams
 - 6) development of new exhibitions and interpretative services
 - 7) development of collections storage
 - 8) delivery of the education service including the number of school groups using the Trust's services: (a) actual numbers of all school users, and % as compared to all visits; (b) numbers of local school users and % of total city catchments, and number of local people taking up life-long learning opportunities offered by the Trust
 - 9) number of events/activities where learning forms a substantial component of the activity. Number of adults participating in those activities
 - 10) use and involvement of local people including numbers volunteering
 - 11) engagement with the ward committee process through attendance at committees and articles in ward newsletters
 - 12) achievement of visitor satisfaction (aggregate over the year and by site)
 - 13) level of external investment applied for and secured

- 14) number of residents consulted through focus groups, surveys and other means including a) young people, b) older people, c) target groups for inclusion
- 15) copies of management accounts
- 16) progress on cataloguing the collections and documentation
- 17) acquisitions and disposals from the collections
- 18) number of uses of the Yorkshire Museums Gardens for activities and events

Partnership Arrangements

59. The Council and the Trust will through this partnership ensure the delivery of Best Value and its principles in order to deliver continuous service improvement.
60. The Trust and the Council will continue to explore options for further partnerships:-
 - a) the Council being mindful of the potential of the museums and art gallery to provide a positive contribution to its cultural, educational, economic, social and environmental agenda
 - b) the Trust being mindful of the experience and specialist services that the Council can offer
61. The Trust will represent the Council on museums issues at international, national, regional and local level and continue to advise members of the Council on museums policy. The Trust will provide this service to the Council without charge provided that the work is broadly in furtherance of the objectives of this partnership. (Otherwise a fee can be negotiated).
62. The Trust and the Council together will make every effort to work closely with other museum and heritage providers in the city, ensuring that appropriate forms of liaison are used to encourage the development of strong, inclusive partnerships.
63. The Trust will maintain a role in the civic life of the city. It will provide facilities for hosting civic events (subject to operational availability) charging for them at cost. The Council will treat the Trust on same terms as an internal Council department with respect to the use of rooms at the Guildhall.

SIGNED ON BEHALF OF YORK MUSEUMS AND GALLERY TRUST

PRINT NAME

CHAIR

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**CHIEF
EXECUTIVE**

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DATE

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SIGNED ON BEHALF OF THE CITY OF YORK COUNCIL

PRINT NAME

**LEAD
OFFICER**

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**ASSISTANT
DIRECTOR**

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DATE

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Learning & Culture Overview & Scrutiny Committee - Work Plan for 2013-14

Meeting Dates	Work Programme
12 June 2013 @ 5pm	<ol style="list-style-type: none"> 1. York Museums Trust – Report on Volunteering 2. York Museums Trust – Bi-annual Update Report 3. York Museums Trust – New Partnership Delivery Plan (deferred from previous meeting) 4. Workplan 2013/14 & Introductory Briefings on Proposed Scrutiny Topics for 2013/14 (see list below)
17 July 2013 @ 5pm	<ol style="list-style-type: none"> 1. York Theatre Royal – SLA Performance Bi-annual Update Report 1. Bi-annual progress report on Safeguarding & Looked After Children 2. Year End Finance & Performance Monitoring Report 3. CEIAG Draft Final Report 4. Workplan
18 Sept 2013 @ 5pm	<ol style="list-style-type: none"> 2. Attendance of Chair of York @ Large 3. First Quarter Finance & Performance Monitoring Report 4. Interim Report for Scrutiny Review No.1 5. Workplan inc. verbal update on other ongoing reviews
20 Nov 2013 @ 5pm	<ol style="list-style-type: none"> 1. York Museums Trust – Partnership Delivery Plan Bi-annual Update Report 2. Second Quarter Finance & Performance Monitoring Report (Richard Hartle) 2. Interim Report for Scrutiny Topic No.2 3. Workplan inc. verbal update on other ongoing reviews
22 January 2014 @ 5pm	<ol style="list-style-type: none"> 1. York Theatre Royal – Service Level Agreement Performance Bi-annual Update Report 2. Bi-annual progress report on Safeguarding & Looked After Children 3. Draft Final Report for Scrutiny Review No.1 4. Workplan inc. verbal update on ongoing reviews
19 March 2014 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of Cabinet Member for Education, Children & Young People's Services – Update on priorities and challenges for 2013/14 & Priorities for year ahead 2. Third Quarter Finance & Performance Monitoring Report 3. Draft Final Report for Scrutiny Review No.2 4. Workplan inc. verbal update on ongoing reviews
30 April 2014 @ 5pm	<ol style="list-style-type: none"> 1. Attendance of Cabinet Member for Leisure & Culture – Update on priorities and challenges for 2013/14 & Priorities for year ahead 2. Draft Workplan for 2014/15 – Discussion re Possible Topics for Review in 2014/15 3. Workplan 2013/14

Proposed Topics for Municipal Year 2013-14

The Learning & Culture Overview & Scrutiny Committee have previously agreed a number of topics for possible scrutiny review in the coming municipal year. Two of which relate to children and schools:

- **School Dinners** – measures to increase take-up, other methods of payment, including take-up of free school meals and effects on pupil premiums. See Briefing Note at Annex A (Mark Ellis)
- **Impact of the removal of the EMA** – To analyse what impact the removal of the EMA has had and assess how the replacement schemes are working. Also to examine what City of York Council can do to help deal with any problems that have arisen, to help ensure that the proportion of 16-19 year olds participating in education continues to rise. See Briefing Note at Annex B (John Thompson)

The remaining two fall within the Committee's culture and heritage remit:

- **Improving the quality of the heritage and arts offer in the city** – to support the Council's aim to continue working with its partners to ensure the city attracts more cultural tourists through supporting improvements in the quality of the heritage and arts offer in the city. See Briefing Note at Annex C (Gill Cooper)
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- **Bio-diversity in planting & planting schemes in planning applications** – To look at ways of increasing bio-diversity in planting and appropriate planting schemes in planning applications. See Briefing Note at Annex D (Bob Missin) – *Briefing Paper To Follow*

Learning and Culture Overview and Scrutiny Committee 12 June 2013**Briefing Paper - School Meals****School Meal Take-up**

The majority (47) of City of York schools are in the Local Authority's school meals contract with ISS (Education). The Local Authority manages the contract on behalf of the schools. The remaining schools have their own contracts with other school meal providers.

School meal take up across all schools (approx 38%) has remained fairly static over the last few years with a small percentage increase since ISS became the main school meal provider across the city's schools. There are variations to this picture in individual schools.

The local authority currently provides a 17p subsidy for each meal provided for those schools within the contract which allows the current school meal price to be £2.25.

ISS were chosen as the local authority's preferred school meal supplier based on price and the quality of food they serve. They continue to work closely with the local authority and schools to try and increase school meal take-up.

Free School Meals

A recent national report indicated that approximately 400 pupils in York schools (source: HMRC) who were eligible for free school meals but their parents/carers had not registered/claimed for assistance. This means that not only are those pupils not having a free meal they are entitled to but the schools where those pupils are attending are not accessing the additional pupil premium funding.

The local authority School Services team working with a number of key schools have put a number of strategies in place to increase free school meal eligibility take-up. This has involved making the application process

simpler, increasing communication with parents both via the LA and through schools. Further plans are in place to improve publicity during the summer to target families when schools return after the summer holidays.

The LA is has also been contacting those LA's where free school meal eligibility take-up is high. Early indications seem to suggest that close working relationships between the LA and local job centre increases take-up.

Free School Meal – Take up

The final piece of the jigsaw is then making sure that those pupils who are eligible for free school meals choose to eat a meal. In York our latest figures suggest that there are many pupils whose parents have registered and claimed for free school meals but are choosing not to eat a school meal. These figures vary day to day but some days can be as high as 400. The reasons for non take up will vary but will include parents choosing to give their children pack-ups as well as pupils not being at school because of illness, exclusions etc.

Schools and school meal caterers have worked hard over the last few years to reduce the stigma attached to free school meals. The introduction of cashless school meals particularly at secondary schools has assisted in allowing all pupils to be treated the same. A number of schools in York have moved towards using cashless school meals and pilots have taken place across others. Cashless payment systems not only benefit school meals but these systems allow parents/carers to pay for other school costs including uniform, photographs and trips. Although there are significant benefits for schools to use cashless payment systems including parental satisfaction, reduction in administration and less cash handling the cost of installing and running these systems stills deters most schools from purchasing such systems.

Mark Ellis
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Impact of the removal of the EMA (Educational Maintenance Allowance): Briefing for Learning & Culture Overview and Scrutiny Committee

Introduction

This briefing paper expands upon, and updates, information provided to all parties prior to Budget Council in February 2013 when a petition calling on the council to introduce a local replacement for EMA was considered. That paper concluded that the withdrawal of EMA had not had the negative impacts feared, speculated upon the reasons for this and set out the financial implications of introducing a new, local EMA scheme.

This paper also provides some headline information about the cohort of York's young people which is not participating in education and training and some details of Local Authority support for the broader participation, progression and transitions agenda. Finally it makes some suggestions that the committee may wish to consider in deciding whether to proceed with the proposed scrutiny.

Educational Maintenance Allowance (EMA)

The Education Maintenance Allowance was a national system of means tested allowances designed to encourage participation in post 16 education and training. Young people were paid by direct BACS transfer from the national agency administering EMA, with support of £10, £20 or £30 per week for the 38 weeks of the academic year. On average 82% of eligible learners received the highest level of support which was available to those living in households with an annual income of £20000 pa or less. Thresholds for the lower levels were £25000 and £30000.

EMA was introduced in 2004/05 and withdrawn for young people starting courses in 2011/12. A report published in 2008 by The Institute for Fiscal Studies (IFS) found that the impact of EMA was "quite substantial", increasing the proportion of young men **staying in education** by 7.4% and of women by 5.9%. This equates to around 60,000 additional young people across England accessing post-16 education.

In 2010/11 (the last full year of EMA payments) 1847 young people in learning in York received payments. Of these 39% were 16 year olds, 41% were 17 year olds, and 20% 18 year olds. In School Sixth Forms an average of 21% of young people received EMA, at York College 38%, at Applefields School 37% and in the two largest training providers in York 78% and 73% (November 2010 data). Of the 1847 young people receiving EMA, 1279 were York residents. Over 38 weeks payments to all 1847 young people would have been just over £1.9m and to the York residents just over £1.32m.

16-19 Bursary Fund

The coalition government replaced EMA with a new support scheme called the 16-19 Bursary Fund (16-19 BF) underpinned by a sharply reduced amount of funding, guaranteed payments for a minority of young people and locally assessed discretionary awards. In 2013/14, in addition to the guaranteed awards, providers of education and training will receive funding to make discretionary payments. This will be an amount of £287.89 for each of a percentage of their funded allocation of education and training places. The percentage is based on the proportion of their learners who in 2009/10 received the maximum EMA payment of £30. The drop in overall funding available under the new arrangements is exemplified by £287.89 being approximately 25% of the total annual EMA payment for a young person receiving £30 a week.

Transitional arrangements were in place for young people who received EMA in 2010/11 and continued in education in 2011/12. A small proportion of young people who are in their third year of post 16 participation (having started courses in September 2012 before their 19th birthday) are still covered by these arrangements this year. However, 2012/13 is the first year when all young people in Years 12 and 13 have been covered by arrangements for the 16-19 Bursary Fund.

The 16-19 Bursary Fund guarantees £1200 per year to young people who:

1. Are in care or are recent care leavers
2. Receive Income Support in their own name
3. Are disabled and receive both Employment Support Allowance and Disability Living Allowance in their own name

Other young people can apply for a discretionary bursary payment. These payments are made and assessed by providers of education and training, in line with guidance published by the Department for Education (DfE). Often they are not direct cash payments but “in kind” in the form of bus passes for travel, vouchers for meals from school and college catering outlets, or provision of equipment, books or resources to support young people on their courses. DfE identifies use of payment “in kind” as “best practice”.

Local Authority Support around 16-19 BF

The 14-19 Team facilitates two Learner Support Groups, one for school sixth forms and one for FE Colleges and Training Providers. The School Sixth Form group is also attended by colleagues from Tadcaster Grammar and Sherburn High schools (North Yorkshire).

The purpose of these groups is to ensure that all providers are kept fully updated on national policy, to ensure a high level of consistency across the City in terms of BF processes and allocations to young people and to discuss matters arising. It is important to note that both elements of the 16-19 BF are administered at institutional level. The Local Authority cannot determine eligibility for discretionary payments.

We also facilitate a 16-19 Leads Group (for Directors of Sixth Form and College Asst. Principals) and the York Training Providers Group. Whilst the remits of these groups are broader than the 16-19 BF, they do cover learner support issues.

Impact of the changed arrangements

It had been widely expected that the withdrawal of EMA would lead to a reduction in the numbers of young people aged 16-18 participating in education and training. This has not been the case either locally or nationally. Latest DfE figures for the participation of York's 16 and 17 year olds (the statutory Raising the Participation Age (RPA) cohorts) covering December 2011 to Dec 2012 show that 95.3% of our 16 year olds and 90.0% of our 17 year olds were participating in December last year. Taking 16 and 17 year olds together the participation rate was 92.6%, ranking York 14th of all LAs and, therefore, in the top performing decile. These figures represent an increase over the previous year and show that non participation, or NEET (not in employment or training) remains below 5%.

Feedback from our partner institutions is that:

1. They are receiving fewer applications for bursary funding than anticipated and are distributing many more application packs which are subsequently not completed and returned.
2. They are concerned about young people attending physically demanding courses (eg. construction) without having eaten properly at home.
3. Transport costs are a particular issue for young people attending York institutions but living outside the council area.

The latest information from York College, by far the largest provider of 16-19 Education and Training in the city, confirms that:

- 742 awards have been made September 2012 – April 2013 (this is around half the number that would have received EMA).
- 60% of College 16-19 BF spending is on transport.

- Only 4% of College 16-19 BF spending is through direct cash payments to students.

It is difficult to draw firm conclusions at this stage, particularly when the individual outcomes for young people entering two years of post 16 education and training in September 2011 (the first non EMA cohort) are not yet known. However, it is clear that participation rates in education and training by 16-19 year olds have been sustained and even slightly increased. Determining the causes of this is not yet possible but we can speculate that relevant influencing factors may include:

1. Difficult economic conditions reducing the opportunities for employment.
2. Rules for benefits (Employment Support Allowance, Child Benefit) are causing more young people to stay in education and training.
3. Positive publicity around participation linked to Raising the Participation Age (RPA) (all young people in Year 11 this year must continue to participate in education and training for another full year starting in September 2013).
4. The greater range of local post 16 education and training options which have been developed to deliver RPA.

If the withdrawal of EMA is not causing non-participation, what is ?

On the basis of deeper analysis, we believe that the consistently low level of non participants in York comprises a group of young people with particular characteristics who were not participating in the EMA era and whom it would not bring it to participation now. There are, in any age group cohort, approximately 100 young people in this group out of a total of 1800-1900, which is about 5%. 75% of these young people leave the Danesgate Community and four secondary schools and 30% have some form of Special Educational Need or disability. We know that they are, therefore, some of our most disadvantaged, vulnerable, challenged and challenging young people. For ease of understanding this group is known to us as the "York 100". Development of intervention and support strategies addressing the non participation of this group are at the top of our agenda and align with the broader Education and Skills priorities around "Narrowing the Gap".

Broader CYC support for young people's participation

We strategically influence the development of 16-19 education and training through an annual strategic analysis which leads to the publication of a Local Area Statement of Need (October). This document sets out the priorities we want to work with partners to address and contains aspirational action plans around them. We have also consulted partners on an RPA delivery plan which contains strands of work around the "York 100". During 2011/12 and

2012/13 we participated in DfE Locally Led RPA Delivery pilot projects through a bid process and accessed an additional £75k pa of funding as a result. This is not available in 2013/14.

In addition to groups mentioned earlier in this briefing paper colleagues from the 14-19 Team and Integrated Youth Support Services also support:

- 14-19 Curriculum Implementation Group – School and College Senior Leaders looking at implications of national policy for York
- Participation, Progression and Transitions Strategy Group – developing strategy to deliver full participation, improved progression and well supported transitions group
- Participation, Progression and Transitions Provider Group – working with providers on new provision to support increased participation
- LLDD Strategy Group – working to develop a strategic approach to provision for young people with learning difficulties and disabilities
- Apprenticeship Starts & Development Group – strategic development of the apprenticeship pathway

Colleagues also work on specific projects with individual institutions or providers.

Conclusions

Given the initial conclusions around the impact of the withdrawal of EMA, the committee may wish to consider whether to have a different focus for a possible scrutiny aiming to help ensure that the proportion of 16-19 year olds in education and training continues to rise. In determining a focus they may also wish to take into account the progress of their ongoing scrutiny of Careers Education, Information, Advice and Guidance and the outcomes of the Economic and City Development Overview Scrutiny Committee's Youth Unemployment Scrutiny Review (draft report considered at meeting of 26th March 2013).

John Thompson (Principal Adviser 14-19)
June 2014

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Learning and Culture Overview and Scrutiny Committee 12 June 2013

At the last meeting of the Learning and Culture Overview and Scrutiny Committee, improving the quality of Heritage and Arts in the city was suggested as a possible topic that may benefit from Scrutiny input i.e.:

Improving the quality of the heritage and arts offer in the city – to support the Council’s aim to continue working with its partners to ensure the city attracts more cultural tourists through supporting improvements in the quality of the heritage and arts offer in the city.

The Council has high ambitions for culture in the city, and given its own budget restrictions in the future it is clear that this will have to be delivered in partnership with creative and cultural organisations across the city. We are currently in the process, working with Visit York, in fleshing out the new high level tourism strategy for the city which includes the creation of a cultural tourism programme. Working with partners we have already established a steering group with the aim of submitting a funding application to Visit England/ Arts Council England funding in July.

Given that we are already working with partners actively in this area with a specific timetable in place, it would be useful to postpone any consideration of this topic until after the outcome of the funding application is known.

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