

# CARLISLE CITY COUNCIL

Report to:- **Carlisle City Council**

Date of Meeting:- **8th January 2013**

Agenda Item No:-

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**Public**

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Title:- **TULLIE HOUSE MUSEUM & ART GALLERY TRUST  
BUSINESS PLAN 2013/14 - 2015/16**

Report of:- **The Director of Community Engagement**

Report reference:- **CD 05/13**

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## **Summary:-**

This report presents the Tullie House Museum and Art Gallery Trust 2012- 2015 Business Plan. It proposes that the grant for year 1 (2013/14) is approved and the grant for year two (2014/15 onwards) is subject to further review.

## **Recommendation:-**

Full Council is asked to approve

1. Year 1 (2013/14) of the Tullie House Museum and Art Gallery Trust 2012- 2015 Business Plan, including the City Council Grant of £1,198,420.
2. That the Director and Portfolio Holder are given delegated authority to bring forward a revised grant proposal for the period 2014/15 to 16/17.

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Director of Community Engagement

11 December 2012

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: CD58/12 & CD57/12**

## **1. BACKGROUND INFORMATION AND OPTIONS**

The Council on 14th December 2010 approved the principle of establishing a new Charitable Trust to run the Tullie House Museum and Art Gallery. Tullie House Museum and Art Gallery transferred from Carlisle City Council to an independent company on 5th May 2011. In December 2011 (CD30/11) the Executive considered the Trust first Business Plan (2011-2014) and approved provision of core funding for 2012/13 and the commitment to funding for 2013/14, for recommendation to Council

The City Council's 12-month core funding grant to Tullie House Museum and Art Gallery Trust in 2013/14 is £1,198,420. In line with the Partnership Agreement between Tullie House Trust and Carlisle City Council core funding for future years, will be agreed by submission of the Trust Business Plan each year. To provide a secure and stable basis for medium-term planning, consideration will be made annually on core funding on a three year rolling cycle.

To this end, due notice is given that the City Council grant of £1,198,420 is the confirmed grant for 2013/14. The budget for the period 2014/15 to 16/17 will be further explored and a recommendation brought forward for approval by full Council.

## **2. CONSULTATION**

The Business Plan has been made available for consideration by Community Overview and Scrutiny Panel on 22 November 2012 and by Resources Overview and Scrutiny Panel on 4 December 2012 and comments were provided by the Executive on 17<sup>th</sup> December 2012.

## **3. RECOMMENDATIONS**

Full Council is asked to approve

1. Year 1 (2013/14) of the Tullie House Museum and Art Gallery Trust 2012- 2015 Business Plan, including the City Council Grant of £1,198,420.
2. That the Director and Portfolio Holder are given delegated authority to bring forward a revised grant proposal for the period 2014/15 to 16/17.

## **4. REASONS FOR RECOMMENDATIONS**

The recommendations allow the grant agreement for 2014/15 and future years to be in line with wider City Council budget reduction pressures.

## 5. IMPLICATIONS

- Staffing/Resources – None
- Financial - The MTFP currently assumes provision totalling £1,198,420 for 2013/14 for the core funding of the Tullie House Trust in accordance with the Partnership and Funding agreement. The proposed Business Plan summarises the financial position for the next three years. However in line with the Council's saving strategy, a review of discretionary expenditure will be undertaken during 2013/14 which will include funding for external organisations, including Tullie House. In these circumstances whilst the 2013/14 funding can be agreed as set out in the Business Plan, funding for 2014/15 onwards will be subject to negotiation.
- Legal – The Council is party to a legal agreement with the Tullie House Museum and Art Gallery Trust. The agreement includes the mechanism for submission, consideration and approval of the Trust's proposed Business Plan. The Agreement is drafted in such a way that the Parties are able to agree a rolling funding arrangement so that there is a degree of certainty over a three year period. Legally, however, the Council only approves its budget for the forthcoming financial year. The Agreement contains provisions to cater for circumstances in which the Council and the Trust are unable to reach an agreement.
- Corporate – The report and its recommendations are in line with the City Council's Commitment to support Tullie House Museum and Art Gallery
- Risk Management –
- Environmental – N/A
- Crime and Disorder – N/A
- Impact on Customers - The business plan will help ensure good practice is maintained in the operation of Tullie House Museum and Art Gallery with a positive impact on customer service and access.

- Equality and Diversity – The business plan will help ensure good practice is maintained in the operation of Tullie House Museum and Art Gallery in line with the City Councils Equality and Diversity Policy

### Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?		
Age	yes	positive
Disability	yes	positive
Race	yes	positive
Gender/ Transgender	yes	positive
Sexual Orientation	yes	positive
Religion or belief	yes	positive
Human Rights	yes	positive
Health inequalities	yes	positive
Rurality	yes	positive

If you consider there is either no impact or no negative impact, please give reasons:

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.....

.....

If an equality Impact is necessary, please contact the P&P team.

# **Tullie House Museum & Art Gallery Trust**

## **Business Plan 2013/14 - 2015/16**



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# 1. Introduction

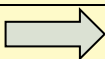


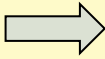
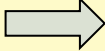
Tullie House Museum and Art Gallery transferred from Carlisle City Council to an independent company on 5<sup>th</sup> May 2011. A subsidiary trading company was formed in July 2011 and charitable status for the parent trust company was achieved in August 2011. In its early years as a new body, Tullie House Museum and Art Gallery Trust (the Trust hereafter) aims to establish itself as a thriving, innovative and sustainable independent organisation. The Trust's vision is that:

*Tullie House will be one of the leading and most influential arts and cultural institutions in Cumbria, providing a vibrant and proactive centre for heritage and the arts in Carlisle. It will directly serve the people of the city and their visitors; play a leading part in the cultural, social and economic life of the north of England and become recognised as a leading institution nationally with a growing reputation within its specialist fields.*

Over the period of the last business plan, Tullie House welcomed over 252,543 visitors. During 2011-12 the Trust opened two new galleries -The Reivers Gallery opened in April 2011 and the Roman Frontier Gallery was opened in June 2011 by Neil McGregor, Director of the British Museum. There were a number of major exhibitions in the Art Gallery, including *Little Black Dress* and *Secret Egypt*. In February 2012 the Arts Council announced that the Trust, as part of the Cumbria Museums Consortium, would benefit from the Major Grant Fund in 2012-15. In October 2012 Tullie House was awarded the Cumberland News Group Business Award for Tourism and Hospitality.

The Trust implemented a reorganisation and staffing restructure in 2011- 2012 to become more robust and entrepreneurial.

This business plan ('the plan' hereafter) outlines the Trust's strategic priorities for collections, audiences and resources for the next three financial years – 2013/14-2015/16. These strategic themes and priorities have evolved over the last year and the Trust has taken this opportunity to streamline them. In essence, however, last year's strategic priorities are embedded in the second Business Plan:

2012/13-2014/15 Strategic Themes	maps onto	2013/14-2015/16 Strategic Themes
Access development		Collections
Business development		Resources
Organisational transformation		Resources
Community involvement		Audiences
Partnership working		Collections

This is the second business plan that the Trust has prepared since the transfer of Tullie House Museum and Art Gallery from Carlisle City Council's management to the Tullie House charitable trust. The Partnership & Funding Agreement (PFA) between the Council and Trust requires the Trust to submit plans to the Council on an annual rolling basis for the following three financial years by 31<sup>st</sup> October of each year. Appendix A reproduces relevant paragraphs of the Partnership Funding Agreement relating to the business planning process.



This second business plan, to be submitted 31<sup>st</sup> October 2012 for the 2013/14-2015/16 financial years, reflects new initiatives including the Cumbria Museums Consortium programme, the need to invest resources in fundraising, exhibitions and social media as well as the development plan.

Our plan will interlink with our departmental plans which will focus on measurable annual actions. Each member of staff will have a personal development review which will link to both sets of plans.

In May and October 2012, the Trust's staff were involved in workshop sessions on the development of the Trust. In July the Trust's Senior Management Team, together with the Finance Director and Finance Officer, had a workshop on budgetary priorities. At the Trust board meeting on 14<sup>th</sup> September Trustees discussed the key issues. Regular meetings have been held with Carlisle City Council's Director of Community Engagement, and with its Finance and Human Resources departments. In August, an ICT workshop was held with staff from Tullie House and the ICT Connect team.

At the Council's Executive on 19<sup>th</sup> November 2012 and the Overview and Scrutiny (Community) on 22<sup>nd</sup> November 2012, members will be consulted on the plan and related matters.

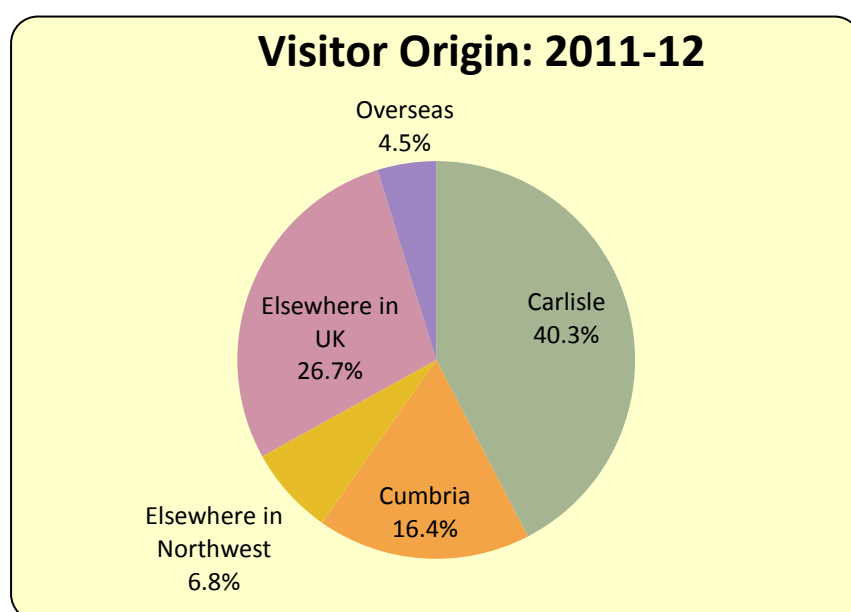
## 2. Market context

### 2.1 Cumbria market context

According to figures from VisitEngland, there were 40.1 million visitors to Cumbria in 2011 (35 million day trippers and 5.1 million overnight visitors) - 18% (7.4 million) of whom visited Carlisle. Whilst VisitEngland's survey noted minimal change in the visitor pattern from the previous year 2010, it did show a reduction in visitor numbers for 2012 when compared with the same period in 2011. Cumbria Tourism attributed the overall decline in 2012 to a combination of poor weather and the impact of the difficult economic climate on trading. Cumbrian businesses reported an overall reduction in visitor numbers of 30%, with the tourism and leisure sector reporting a decrease rather than an increase in visitor numbers, leading to a weakening in business confidence.

With more businesses reporting decreasing profits than decreasing visitor numbers, it seems that those people visiting are spending less, taking shorter breaks, and taking advantage of promotions, special offers and/or price reductions.

### 2.2 Tullie House market context



*Fig 1*

Tullie House received 252,543 visitors in 2011/12. This figure relates to the total number of visitors to the Tullie House premises, whether or not they paid admission to the museum and art gallery and was a reduction of 3.7% compared with 2010/11. Factors contributing to this decline could include the closure of the Guildhall for maintenance, the closure of the Millennium Gallery for development during the first quarter, higher fuel prices, the downward trend in day visitors and the generally depressed state of the economy. The Trust has a target of attracting 300,000 visitors - this is unlikely to happen, until there has been a major investment in the museum.

Tourists are important for Tullie House. ACE funding will support the Trust working with organisations such as Cumbria Tourism and Hadrian's Wall Heritage Limited (HWWHL) on initiatives to develop the tourism offer.

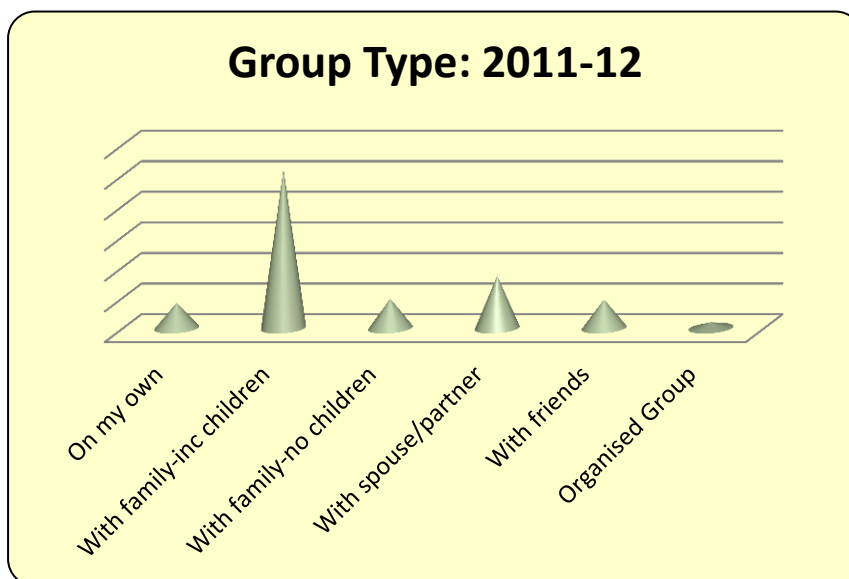


Fig 2

Figure 2 underlines how important its family-friendly provision is for Tullie House - last year, 52% of all visits to Tullie House were made by families with children. The Roman Frontier Gallery which opened in June 2011 was a major visitor attraction for families and ACE funding will similarly help the Trust to develop its future offering for families.

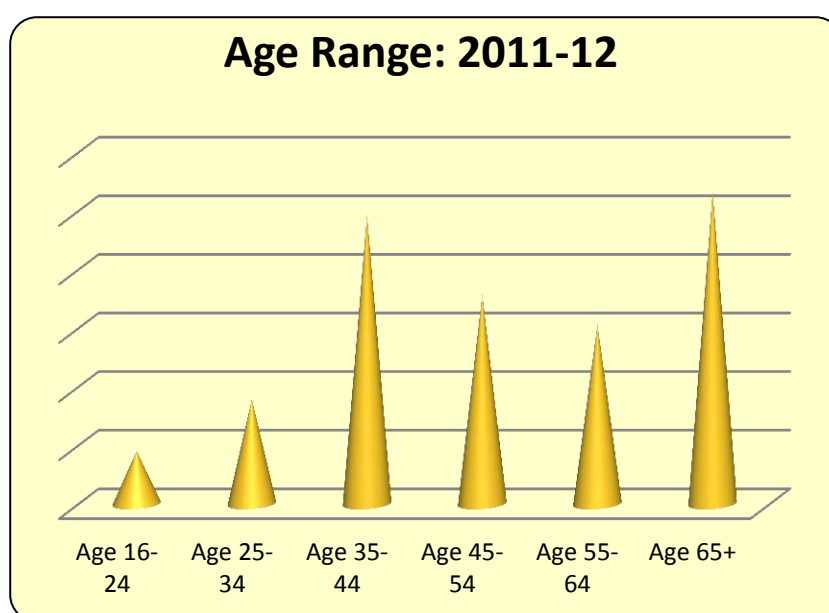


Fig 3

Figure 3 shows two main age bands visiting Tullie House are 35-44 (24.7%) and 65+ (26.7%) - it should be noted that the surveys do not include children.

Market research indicates that Tullie House's key audiences are:

- Families with children who require activities, value for money, a safe environment, assistance with planning their visit, affordable food and easy access.

- Local people who are usually also Tullie Card holders. This group requires a changing and varied programme of exhibitions and events and free exhibitions.
- Over 60s who want informative events and activities in the galleries, good facilities in the restaurant and galleries as well as easy access and friendly reception.

In addition to these three groups there are also the Virtual Visitors and Schools.

- The Virtual Visitors need easy access to data through easily navigable websites. This group require information for planning a visit or undertaking personal research or carrying out formal research.
- Schools and education establishments are also an important group. They require excellent educational resources in terms of staff and teaching/learning materials, good communications and appropriate facilities.

### 3. Strategic themes and priorities

Three strategic themes have been identified by the Trust, which will provide the broad framework for our activities and actions for the next three years. These three strategic themes set out our main areas of delivery for the planned period. They provide the broad framework for our strategic priorities and actions. They are:

- **Collections** - developing and making the collections more accessible and relevant to audiences
- **Audiences** - using collections to extend our reach by developing existing and new audiences
- **Resources** - staff development, business development and generating income

#### 3.1 Strategic priorities

We have identified the following strategic priorities which will guide our efforts and resources over the three year plan period:

##### Strategic priorities for the period 2013/14 - 2015/16

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

- Enhance and develop accessibility to the collections
- Develop the interpretation strategy
- Identify new accessible storage for the reserve collections
- Establish high profile collaborations and partnerships that promote and enhance the reputation of our museum and its collections

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

- Use the temporary exhibition programme as a tool to engage and develop audiences
- Maintain and further develop our high quality of learning provision
- Extend the reach of the museum by using our collections to enhance audience engagement within and beyond Cumbria
- Increase access to collections through digital technology and development of the website
- Strengthen our community engagement

**Resources** - *staff development, business development and generating income*

- Invest in generating sustainable income
- Increase generated income through legacies, grants, donations
- Embed sustainability in everything we do
- Lead and develop staff through a continuous staff development programme
- Support the management of the estate/property
- Create a lean, entrepreneurial organisation

#### 3.2 Key Performance Indicators

Sitting alongside the strategic themes and priorities are our Key Performance Indicators. These KPIs are aligned with the requirements of the Trust, Carlisle City Council and the Arts Council - (see Appendices B and C).

## **4. Collections: developing and making the collections more accessible and relevant to audiences**

### **4.1 The development plan**

The development plan will be used to deliver three of the strategic priorities for collections. Over the next three years the development of accessibility to the collections and the interpretation of the collections will be central to the work of the Trust. An initial appraisal was completed in 2012 with Hub funding to identify options for making the collections more accessible by transferring collections from storage to public view, improving the sustainability of the Trust and investigating opportunities for developing the Trust by acquiring new accommodation. This work included:

- An interpretation strategy for Tullie House
- The open display and/or use of collections currently held in store
- A proposal for new permanent galleries
- A review of the Trust's present properties including Shaddon Mill and the Guildhall
- The feasibility of acquiring neighbouring properties such as Paternoster Row, Castle Street (Dye Works) and Herbert Atkinson House, which might help to meet the physical capacity requirements of the Trust.

The work on the development plan over the next three years will include:

- Developing a coherent interpretation strategy which reflects the strengths of the collection
- Creating a plan for enhancing and developing care and access to the collections
- Preparing a plan for upgrading visitor and learning facilities
- Devising a clear funding strategy.

To make the Trust sustainable in the long term, a development plan that addresses these issues will form the basis of future capital development improvements. Our intention is to prepare an application for Heritage Lottery Funding and identify other sources of funding. We will work closely with our partners, in particular Carlisle City Council, in order to achieve our vision and ambitions for the Trust.

### **4.2 Establish high profile collaborations and partnerships that promote and enhance the reputation of our museum and its collections**

Tullie House has established a number of successful partnerships over the past year. June 2011 saw the new Roman Frontier gallery open. The £1.4 million gallery is the result of a valuable partnership between Tullie House and the British Museum. It was opened by British Museum Director Neil MacGregor by way of a launch event that included street parades, Roman legionnaire displays and lively family activities. HWHL, Carlisle Cultural Quarter and Cumbrian Museums Consortium (see below) are further examples of important partnerships the Trust will develop further as it moves into its second year. Over the next three years, the Trust will develop new collaborations and partnerships, building on those already achieved.

### 4.2.1 National museums and cultural organisations

Tullie House has benefited significantly from its partnership with the British Museum, in particular with the development of the Roman Frontier gallery. The British Museum partnership continued into 2012/13 with the *Talking Objects* programme, which aims to inspire creative engagement with young people. Over the next three years, the Trust will develop further partnership opportunities with the British Museum and other national museums with initiatives such as *spotlight loans*.

The Trust will be involved in national initiatives such as *Kids in Museums*, *Museum at Night* and the developing *Children's University* initiative. *Kids in Museums* and



*Museum at Night* are two national annual initiatives that are supported and promoted by the Arts Council. In 2011 and 2012 Tullie House was long listed for a *Kids in*



*Museums Award* by the *Guardian*. The Museum will continue to work with

the different organisations on these initiatives.

### 4.2.2 Local partnerships

Whilst working on creating Carlisle's Cultural Quarter, Tullie House has developed good working relationships with other local heritage organisations and the City Council. These partnerships will become more significant as we prepare the Development Plan for Tullie House. Partnerships and joint projects focusing on young people and promoting healthy living will be central to the Trust's community engagement agenda.

### 4.2.3 Regional partnerships

Our partnership with HWHL has been cemented by the success of the Roman Frontier Gallery. Our activity now centres on drawing visitors from the Hadrian's Wall World Heritage Site to the museum and on developing overseas links. The Arts Council are supporting work with HWHL and Tyne and Wear Archives & Museums to develop collaborative working along the Wall.

### 4.2.4 Cumbria Museums Consortium

The Cumbria Museums Consortium (CMC), comprising the Lakeland Arts Trust, the Wordsworth Trust and the Tullie House Museum and Art Gallery Trust, is an example of a Cumbrian partnership initiative that has developed over the past two years. In 2012 the CMC, led by ourselves, became one of only 16 Major Partner Museums to receive Arts Council's Renaissance funding for a programme of activities focusing on two of the Arts Council's goals: *Children and Young People* and *Audiences*.

As part of the CMC programme a Cumbrian Learning Networks programme has been established to support museums across the whole of Cumbria. The CMC Project Manager, based at Tullie House works closely with the networks – ensuring that Tullie House is working with a wide group of museums across Cumbria.

CMC is collaborating with Manchester Museums Partnership to manage the Arts Council's Museums Development Programme for the benefit of museums across the north-west region.

#### **4.2.5 International partnerships**

Over the last year we have benefitted from high profile loans such as the Nijmegen Helmet from the Netherlands. We will be developing our partnerships with other museums and cultural organisations, both nationally and internationally.

#### **4.2.6 Designation**

Over the next three years, Tullie House will prepare an application for Designated Museum status for the collections. A bid was submitted three years ago which was unsuccessful. Designated status would widen our opportunities to develop the collections and raise the profile of Tullie House.



## **5. Audiences: using the collection to extend our reach by developing existing and new audiences**

### **5.1 Use the temporary exhibition programme as a tool to engage and develop audiences**

In 2012-13 Tullie House had a successful programme of exhibitions. These included *Secret Egypt* (a touring exhibition from Coventry Museum), *Georgians* (initiated, researched and designed by Tullie House staff), *Street Art* (a touring exhibition from the Victoria and Albert Museum) and *C-Art* (an exhibition selling local craft in collaboration with Eden Arts). The Trust will build on this programme to engage and develop audiences.

The 2012/13 exhibition programme has a budget of £27k, which is used to support a broad range of exhibitions in both the Art Gallery and the Special Exhibition Gallery (SEG). Each art gallery exhibition costs between £20 and £30k and each SEG show costs approximately £5k.

Wherever possible, external funding is sought for specific exhibitions, e.g. the *Solway* exhibition will be supported by Heritage Lottery funding and the exhibition on *Freemasonry* will be sponsored by the Freemasons together with some local businesses. The major 2013 exhibition on *George Howard* will be part funded by the Heritage Lottery Fund and the Friends of Tullie House. *Secret Egypt*, staged earlier in 2012, was a charging exhibition and £10K of the admissions income was reinvested back into the exhibitions programme. From March 2013 the admission charge to Tullie House will include entry to exhibitions for both the Art Gallery and the Special Exhibition Gallery spaces.

The Trust aims to provide a balanced programme of exhibitions that appeal to a broad range of audiences. The exhibition programme will also meet some of the following criteria: educational, challenging, relevant, innovative, popular and niche. It is a difficult process to balance, particularly when exhibition funding is difficult to source. The Trust is committed to maintaining high standards of exhibition.

In 2013/14 we have programmed two major exhibitions, *George Howard* and *Martin Greenland*. The former is a nationally important exhibition which for the first time will bring together works by the 9<sup>th</sup> Earl of Carlisle, sourced from both private and public collections. Financial support from the Heritage Lottery Fund will enable us to present an exciting, innovative programme of events and educational activities to support the exhibition. Martin Greenland is an established landscape artist who has recently been inspired by the Cumbrian environment. His *National Park* was bought by Tullie House in 2011 and was the first work he produced after winning the John Moore's Prize for Contemporary Painting.

The proposed exhibition programme for the three years to 2015/16 is attached in Appendix E. A workshop focusing on audiences held at Tullie House in October identified that the key audiences are families, local people and over 60s.

*We propose to increase the exhibition budget by an estimated £15k. This will allow the programming team to develop our cultural engagement offer and encourage a more sustainable approach to exhibition development.*

## **5.2 Maintain and further develop our high quality of learning provision**

### **5.2.1 Learning programme**

The external Renaissance Hub funding enabled the Museum to employ four members of staff, who were engaged in delivering a high quality, formal and informal learning programme. This source of funding ended in March 2012, leading to a reduction to just one core staff member and significant modifications to the learning programme.

The Arts Council's Major Grant Funding provides resources to support the delivery of a number of key learning projects focusing on children and young people until March 2015. These projects include:

- An Apprenticeship programme for 16-25 year olds across the CMC. This will provide Tullie House with three apprentices per annum together with the support of an Apprenticeship Coordinator.
- The *Making All Family Friendly* initiative which will create a more family orientated offer and will link with national and regional initiatives such as *Kids in Museums*.
- A Young People initiative which will develop programmes to engage with young people at Tullie House and the Wordsworth Trust. The Coordinator will consult with bridging organisations and work with schools and colleges in Cumbria on the delivery of Artsmark and Arts Award.
- The Schools programme. This will provide the opportunities for Tullie House to develop and encourage closer working with secondary schools and Further Education Colleges.

### **5.2.2 Extend the reach of the museum by using our collections to enhance audience engagement within and beyond Cumbria**

As part of the CMC programme, we are working with our partners to develop a better understanding of our audiences and identify new audiences by employing an Audience Research Coordinator.

The Major Grant Funding gives Tullie House the opportunity to work closely with partners across Cumbria to deliver the innovative *Voice of Cumbria* project. This will involve creating a new website where people can find out about the cultural heritage of Cumbria. The website will bring together public and privately owned collections and stories from across the county. The *Voice of Cumbria* Coordinator will involve museums across Cumbria and work in conjunction with the media and press.

### **5.2.3 Loans**

Loans from the collections are made to other cultural organisations nationally and internationally for both individual and touring exhibitions. During 2012/13, the Trust lent works to the Royal Academy, Manchester Art Gallery, the Victoria and Albert Museum, Le Musee D'Orsay in Paris and the Museum of Fine Arts, Ghent. Over the next three years there will continue to be a demand to loan works nationally and internationally.

### **5.2.4 Increase access to collections through digital technology and development of the website**

Tullie House managers and ICT Connect held a workshop in August to discuss the provision of ICT for the Trust. In order to support the implementation of the Development Plan and the efficient running of Tullie House, the following areas of ICT development were agreed, dependent on cost and funding:

- An upgrade of the website and further development of social networking tools
- Individual printers will be replaced by multi-function devices
- The development of interpretation, e.g. webcams, visitor comments screens and access to information in storage.
- A data warehouse will be researched and established over the next three years. This will be compatible with the Museum's collections database MODES and will be used to store all the Museum's images and resources for marketing and learning.

*It is recommended that a part-time post is created in 2013/14 to work on the website and develop the use of social networking. The estimated cost of this project is £18k.*

### **5.2.5 Strengthen our community engagement**

Renaissance funding over the past six years established Tullie House's reputation for excellent work in formal and informal education. The programme exposed a wide range of audiences to the collections and exhibitions and delivered a broad learning programme of workshops, family events, school activities and reminiscence work. This significantly raised the profile of the museum's learning offer.

Over the next three years, community partnerships will be developed to ensure the sustainability of the learning programme. With the support of the Arts Council's Major Grant Funding, we will develop our community engagement programme and expand our current provision. The Trust is keen to continue to develop opportunities for volunteers and work placements for students.

Focusing on targeted audiences, including schools, families, adults and young people, is intended to make the museum more inclusive and accessible as well as have a positive impact on local communities. High quality provision will enable Tullie House to develop a more creative approach to learning, thus encouraging return visitors and new audiences to the museum.

Tullie House, with the support of funding from the Arts Council and in conjunction with the CMC, will deliver a programme for the over 50s and those in isolated rural communities, which will link into the Government's initiative *Ageing Well*. A new Community Engagement post, again funded through the Major Grants Fund, will support the delivery of community projects in North Cumbria and expand people's expectations of what they can learn from museums.

## **6. Resources: staff development, business development and generating income**

### **6.1 Investing in generating sustainable income**

While the core grant from Carlisle City Council will remain the Trust's key source of income for the foreseeable future, other areas of income generation will collectively become increasingly important. (The proposed budget for 2013/14 to 2015/16 is shown in Appendix F.) This includes:

- The trading company (retail sales, catering/hospitality, web-site income)
- Fundraising and sponsorship
- Arts Council Renaissance funding
- Other grants and donations
- Visitor admissions and Gift Aid.

The City Council's 12-month grant to the Trust in 2013/14 has already been agreed at £1,198,420 excluding CPI adjustment. As part of the negotiations with Carlisle City Council over the transfer to Trust, Tullie House was required to identify savings of £58k in 2011/12 and a further £58k in 2013/14. In practice, all of these savings were achieved in 2011/12 through a staff restructure and some staff redundancies. In addition, the Trust implemented a number of initiatives such as introducing a new admissions charging policy, offering staff a Holiday Purchase Scheme and increasing the number of day schools and corporate events and dinners.

#### **6.1.1 Trading company**

Commercial trading income currently represents about 14% of the Trust's total income of £1.4m. Growing commercial trading income is a potentially important way of increasing the Trust's internally generated funds. The new subsidiary trading company's Board of Directors were appointed in February 2012 under the chairmanship of Sir Mark Jones. They are tasked with developing a commercial trading strategy for submission to the Trust Board. While we cannot prejudge this strategy, it is likely to include opportunities for broadening catering income through expanded corporate and other hospitality events, increasing retail sales taking account of opportunities for developing the retail space and working across Cumbria with other retail outlets within the Cumbria Museums Partnership. In the meantime, commercial trading income for this plan has been budgeted on the basis of present policies, strategies and trend.

#### **6.1.2 Catering**

The catering at Tullie House is contracted out to a third party company (Elior). In September 2012 a team from Elior presented their recommendations for a new three-year contract to the Directors of the Trust's Trading Company, which included:

- Increased projected income over three years
- Capital investment in the coffee offer and kitchen equipment
- Additional investment in marketing to drive events business, e.g. the Trust Dinner and special events
- An improved counter layout with enhanced visual merchandising
- Re- launch of the Sunday offer.

## **6.2 Increase generated income through legacies, grants, donations, sponsorship**

### **6.2.1 Fundraising and sponsorship**

A fundraising strategy was prepared in 2012/13 to help the organisation focus on both existing and new sources of funding. Existing sources include grants from public and quasi-public sources such as the Heritage Lottery Fund and the Arts Council England, where Tullie House has enjoyed a good deal of success over the years. New sources will include grants from private philanthropic foundations, donations and legacies from private individuals and commercial sponsorship income. The Trust has less experience in these areas. This plan adopts a cautious approach to budgeting fundraising income, particularly from new sources where the lead times for generating income can be long.

Tullie House has been successful with grants and has been awarded Heritage Lottery Funding of £43k towards supporting the *George Howard* exhibition in 2013. As part of the Solway Wetlands Landscape Partnership Scheme, Tullie House has been awarded a further £35k from the HLF to mount an exhibition on the wetland landscapes of the Solway Firth in the summer of 2013.

*To make the Trust more sustainable in the long term, work has begun on the development plan which will form the basis of any future capital development improvements. In order to be able to support the development plan, prepare bids for grants and other funding bodies, support the trading initiatives and other fundraising initiatives, the Trust proposes to dedicate £30k towards supporting income generation strategies.*

### **6.2.2 Arts Council Renaissance Funding – Major Partner Museum**

The CMC's Major Grant Funding of £3.2m over the period 2012/15 is linked to an agreed programme of activity by the Consortium. Tullie House Museum and Art Gallery Trust is the lead organisation and will liaise closely with the other partners and the Arts Council. The Arts Council has five key goals for the Major Partner Museums:

- "Excellence is thriving and celebrated in museums
- More people experience and are inspired by museums
- Museums are sustainable, resilient and innovative
- Leadership and workforce are diverse and highly skilled
- Every child and young person has the opportunity to experience the richness of museums."

CMC's successful bid for Major Grant Funding focused on the second and last of these goals.

The Arts Council has high expectations for all Major Partner Museums (MPMs), requiring them to demonstrate an absolute commitment to excellence and ambition in their work and stating that:

- *"Each MPM should invest time, effort and resources into managing and researching dynamic and high quality collections and ensure these are used to maximum public benefit. They should seek to reach more and more people including children and young people through quality engaging and experiences.*

- *It is the responsibility of all Major Partner Museums to work with the Arts Council and other organisations to build partnerships and share skills and expertise, as together we deliver great museums for everyone."*

(The Arts Council's agreed goal statements and KPIs are in Appendix D.)

The Trust will work with the Project Manager and CMC partners to develop an exit strategy for the MPM programme. The funding is time limited, ending in 2015.

### **6.2.3 Admission charges review**

A review of the admission charging policy has been completed and approved by the Board on 8<sup>th</sup> June 2012. The review recommended starting to charge for both the Art Gallery and Old Tullie House. The Tullie Card will be retained, for which there will be a charge of £1 per annum to Carlisle residents. All other visitors will be charged £7 (concessions £5 and children under 16 will be free). The new entry charge will provide unlimited admission for a year when the visitor signs up for Gift Aid. (Gift Aid was introduced in July 2012.) The policy recommends that there is an additional charge for major exhibitions, as was done for the *Secret Egypt* exhibition earlier in 2012 on a case-by-case basis. The new charges will be introduced in March 2013.

### **6.2.4 Central charges**

The Trust is awaiting a report from the City Council on the review of central charges for support services. The Trust is required to give 12 months notice to the Council, should it intend to source its human resources, information technology, payroll or other support services from elsewhere. The Trust was originally required to give 18 months notice but the Council have agreed to reduce this because the completion of the review was delayed. The budget assumes that all these services will continue to be sourced from the Council over the plan period.

## **6.3 Embed sustainability in everything we do**

The Trust will take practical steps to embed environmental sustainability into our activities. Within the lifetime of the Arts Council's funding agreement, there is a commitment to develop an environmental action policy and annual action plan to improve environmental performance and reduce carbon emissions. Working with our staff, visitors and local communities we will take responsibility to achieve realistic targets in carbon reduction. This will be developed with the CMC partners and the Arts Council's recommended partner Julie's Bicycle. Julie's Bicycle is a not-for-profit organisation, which works with the arts and creative industries to make environmental sustainability a core component of their business.

## **6.4 Lead and develop staff through continuous staff development programme**

A staff restructure was completed in 2011/12 and the new structure was launched in April 2012. As part of this work, a fresh approach was taken to the management of the organisation. This involved two tiers of management - (a) the Senior Management Team comprising the Director, the Head of Collections and Programming and the Head of Business and Marketing and (b) the Department Management Team which includes all middle managers. The aim is to empower these managers and give them responsibilities for day to day management. (For the Staff Structure, see Appendix B). A staff meeting, held on a monthly basis, has become an important means of communication.

The new CMC posts will work closely with the core staff. Through the CMC Apprenticeship programme we will be recruiting a number of 16-24 year old apprentices to the museum. Tullie House has a dedicated and respected team of volunteers and the Trust will support and develop this team.

A Personal Development Plan programme has been launched for all staff. This will be further developed and embedded into the organisation and will become central to planning and developing staff and the organisation.

## **6.5 Support the management of the estate/property**

### **6.5.1 Leases**

One of the four leases with the City Council has been agreed and signed. This is the lease for the main Tullie House premises. The leases for Shaddon Mill and the Millennium Gallery are in the preparation stage (31.10.12). As there is outstanding maintenance work on the structure of the Guildhall, this lease has not been finalised.

### **6.5.2 Art Gallery exhibition space**

The Art Gallery is the largest Government Indemnity standard (GIS) exhibition space between Manchester and Glasgow. GIS is an alternative to commercial insurance which allows the public access to objects within the UK that might not otherwise be available. The Art Gallery space has the flexibility to be used for exhibitions of a wide range of shapes and sizes because it uses a moveable wall display system manufactured by Panelock. This display system was installed in the 1990s and now has a high risk rating. Risk assessments enable this risk to be mitigated but movement can now require the deployment of up to four trained staff. This risk assessment process does not address the system being beyond its design life. Technology has improved significantly since the Panelock system was installed. *The Trust has received a quotation of £56k plus VAT for a new moveable wall display system. Over the next three years capital funding needs to be identified to replace the present system.*

### **6.5.3 Herbert Atkinson House**

We understand that the negotiations for the transfer of properties between Carlisle City Council and Cumbria County Council are now complete. Herbert Atkinson House is likely to be transferred to the Trust on a peppercorn rent on the same basis as Tullie House, whereby upkeep of the external and internal structure is provided by the City Council. Use of the building by the Trust will necessitate some work on the property, including updating the security system, installing ICT and undertaking some painting and decorating. These one-off costs will need to be funded from the Trust's reserves. From 2013/14, however, the Trust will need to cover the full running costs of energy, security, decoration and other non-structural maintenance (including the grounds) as well as the NNDR. *It is estimated that a budget of £20k pa will be required for this.*

## **6.6 Create a lean, entrepreneurial organisation**

Following on from the restructure of the organisation in 2011-12 there have been significant changes to staff roles and responsibilities. The new staff structure implemented in April 2012 is one intended to encourage new ways of working across the organisation. Our aim is to establish an organisation that is responsive, entrepreneurial and fit for purpose.

The Trust needs to become an organisation that has a strong focus on business development, fundraising and income generation. The need to generate additional income from grants, conferences and events should become part of the ethos of the organisation. Staff will learn to do things differently, so that we are managing the Trust efficiently and effectively. The Development Plan is an opportunity for Tullie House to be bold and ambitious in creating a forward-looking and visitor focussed organisation.



## **7 Budget commentary**

The Trust has been trading as a separate legal entity for 18 months since May 2011. Over this period we have had to carry out a number of one-off activities that have taken up a great deal of management time such as recruitment of new trustees, registering the Trust as a charity, setting up a subsidiary trading company, registering for VAT and Gift Aid, appointing auditors, adopting new policies and procedures, as well as the on-going lease negotiations and organisational restructuring. As a newly formed trading organisation, the Trust is still getting to grips with its finances and is only now - with invoices starting to come directly to the Trust rather than as initially via Carlisle City Council - getting a clear line of sight at all Trust expenditure items. Moreover we are facing a number of cost pressures that will require careful handling. For these reasons alone our budget stance over the three-year plan period would inevitably have been somewhat cautious but our caution is reinforced by the present economic slowdown and uncertain outlook. The budget projects a modest growth in income over the three-year period and this will cover the planned cost increases outlined in the plan.

The Trust had a financially satisfactory first year due mainly to transfers of reserves from the City Council and a number of other one-off factors. This has allowed the Trust to start building up reserves. This in turn will enable the Trust to fund one-off project expenditures in the next three years, such as the costs of making good Herbert Atkinson House and updating the Panelock system, which will ease budgetary pressures should that become necessary.

### **7.1 Key budget issues**

The reductions in our core grant from Carlisle City Council (£116k during the first two years of the Trust's start-up period, comprising £58k in 2012/13 and a further £58k in 2013/14) have been built into our three-year budget. In addition we are assuming that there will be cost and other pressures to be managed as a result of:

Initiatives to increase the sustainability of the organisation, including:

- Investment in the exhibition programme.
- Support for fund raising.
- Investment in income generation support.
- Organisational and staff development following the restructuring.
- Costs of ICT investment and replacements over the coming three years.
- Costs of maintenance of Herbert Atkinson House.

Cost inflation, in particular:

- Energy/utility price rises.
- A three-year agreement for staff pensions: the Trust needs to prepare for a 2% contribution increase in 2014/15.

Over the past year, while forming and establishing itself, the Trust has undergone a painful process of making savings - including three staff redundancies. In addition, the former Museums, Libraries and Archives Council's Renaissance in the Regions programme ended, with a reduction of a further nine posts. This loss of key staff and funding for collections development, audience development and learning and outreach programmes has weakened the organisation. The Trust organisation is small and vulnerable to the loss of key staff. The Arts Council's Major Partner Museum funding, which is supporting 3.5 dedicated staff for Tullie House, is a positive step forward.

Tullie House Trust is in the business of cultural engagement. The more we raise our profile through exhibitions, partnerships, social media, events, etc., the greater our footfall will be. We need to use our USPs - our collections, location, facilities, staff, buildings, etc. - to become better known in Cumbria, nationally and internationally, whilst at the same time investing in the quality of the core product: the visitor experience - whether this be in person or virtually. The greater the footfall, the greater our income and the more successful and sustainable we become. Several of the proposed cost increases aim to increase our cultural engagement.

In order to be sustainable, the additional expenditure needs to be funded by a combination of increased revenue and cost savings. The rationale for investment in income generation is to generate additional income: specifically a target of £40k in sponsorships and £12k in Tullie House's net share of grants (net after disbursements) must be achievable for the investment to be viable.

Income from paying visitors has been consistently above target - for the four months ending 31<sup>st</sup> July 2012 it was 10% ahead of budget. From April 2013 the new admissions policy will be in place and these two factors - increased visitor numbers coupled with higher admissions charges - are assumed to add a further £20k to our income budget. The new admissions policy is also assumed to lead to an increase in the amount of VAT that can be recovered, yielding an assumed minimum saving of £10k a year. Once the Council has completed its review of central charges, we may be able to generate further savings. These can't be estimated precisely at this stage but we feel that a net cost reduction of £10k per annum is prudent.

When detailed work on the 2013/14 budget takes place, if the income and savings assumptions do not look safe, the additional costs will have to be looked at again, as the Trust must produce a balanced budget.

## **7.2 Budget overview**

The Trust's three-year budget has been prepared in constant 2011/12 prices; no account has been taken at this stage of general price inflation over the plan period. This will be reflected in an inflationary adjustment to the Council's grant, to be made on 1<sup>st</sup> April 2013 (see paragraph 5.12 of the PFA reproduced in Appendix A), at which time appropriate adjustments will be made to the other items in the budget.

The Trust has produced a broadly balanced three-year budget, showing a very small surplus in each of the three years. The Trust's reserves position has given us the confidence to budget on the basis of a very small assumed surplus; without this the three-year budget could be viewed as quite risky. To meet the 31<sup>st</sup> October submission deadline, the budget has been prepared six months before the start of the three-year period, which we consider to be too early to enable a full and detailed budget to be produced. We do however understand the rationale for producing a financial plan to the timescales agreed in the PFA. Therefore, while it is likely that the balance between income and expenditure in order to achieve a balanced budget will have changed by the time we present our detailed budget to the Trust Board for approval in March 2013, we confirm that the Trust will live within the limits of the funding requested at this stage from the Council and the surplus identified in Appendix F.

Appendix F analyses income and expenditure across Tulle House, CBDC and the Arts Council funded project and shows summary income and expenditure information including the funding requested from

Carlisle City Council. A detailed budget will be presented to the Trust Board for approval in March 2013. This approach enables Carlisle City Council to approve the overall business plan and its funding element while the Trust sets its own budget to achieve the plan.

The Arts Council grant income and expenditure has been included in the budget as this is a requirement of the Arts Council grant. The large drop in income and expenditure projected in 2015/16 represents the ending of the major Arts Council project in March 2015.

After allowing for the end of the Arts Council funding in Year 3 of the plan, Appendix F shows income falling faster than expenditure over the plan period. This is a result of our planning to achieve a very small surplus (£1k) in Year 3 compared to a budgeted surplus of £55k in the current baseline year. Had we been budgeting for a £1k surplus in the current year, income and expenditure would have fallen at the same rate. The key underlying message of course is that we need to make every effort to maximise income and minimise expenditure in all realistic ways throughout the plan period.

### 7.3 Income

Excluding the Council funding, we are budgeting for a small increase in Trust income from sources such as Gift Aid and the new admissions charging policy. We are also budgeting for an increase in sponsorship and grants due to the planned employment of a grants and sponsorship officer administration post.

<b>Summary of Proposed income increases and savings</b>	<b>£k</b>
Sponsorship income and net grant	43
Admissions income	20
<b>Total</b>	<b>63</b>

When detailed work on the 2013/14 budget takes place, if the income and savings assumptions do not look safe, the additional costs will have to be looked at again, as the Trust must produce a balanced budget.

### 7.4 Expenditure

In order to achieve our ambitions as a leading arts organisation that “provides a vibrant and proactive centre for heritage and arts in Carlisle” (Tullie House Vision Statement), we need to drive forward change. The following cost increases are projected:

<b>Summary of projected annual cost increases</b>	<b>£k</b>
Herbert Atkinson House	20
Exhibitions	15
ICT developments	18
Income generation support	30
<b>Sub-total</b>	<b>83</b>
VAT savings due to new admissions policy	(10)
Central recharges	(10)
<b>Sub-total</b>	<b>63</b>
Allowances for cost increases in excess of inflation adjustment to core grant:	
Pay (1%)	11
Utilities (2%)	3
<b>Total</b>	<b>£77k</b>

### **7.4.1 Payroll**

Payroll pressures have increased and new staff positions such as the grant and sponsorship administration post and additional marketing support have been costed into the budget. Cost of living increases have been excluded as they will be funded by the Council under an agreed formula as and when they occur.

### **7.4.2 Utilities**

The investment in a new boiler has produced substantial savings in 2011/12 and 2012/13. Utilities costs, however, are assumed to increase in 2013/14, 2014/15 and 2015/16 with the additional costs associated with Herbert Atkinson House. Moreover, general utility prices have been assumed to rise faster than CPI.

### **7.4.3 Consumables**

The consumables budget in 2013/14, 2014/15 and 2015/16 also increases due to Herbert Atkinson House including additional annual maintenance costs, cleaning, alarms and ICT.

## **7.5 Budget: conclusion**

The proposed three-year funding plan follows the guidelines expected by Carlisle City Council and keeps the funding requirement at its current level after achieving the £116k savings required. The Trust Board will approve a detailed budget in March 2013 consistent with the plans set out in this document.

Hilary Wade, Director

Tullie House Museum and Art Gallery Trust

31st October 2012

## List of Appendices

*Appendix A - Copy of Partnership Fund Agreement*

*Appendix B - Staff Structure*

*Appendix C - Tullie House Trust Performance Monitoring: City Council*

*Appendix D - Tullie House Trust Performance Monitoring: Arts Council England*

*Appendix E - Exhibitions and Events Programme*

*Appendix F - Proposed Budget*

*Appendix G - Reserves*

## **Appendix A**

### ***Process and content of business plans***

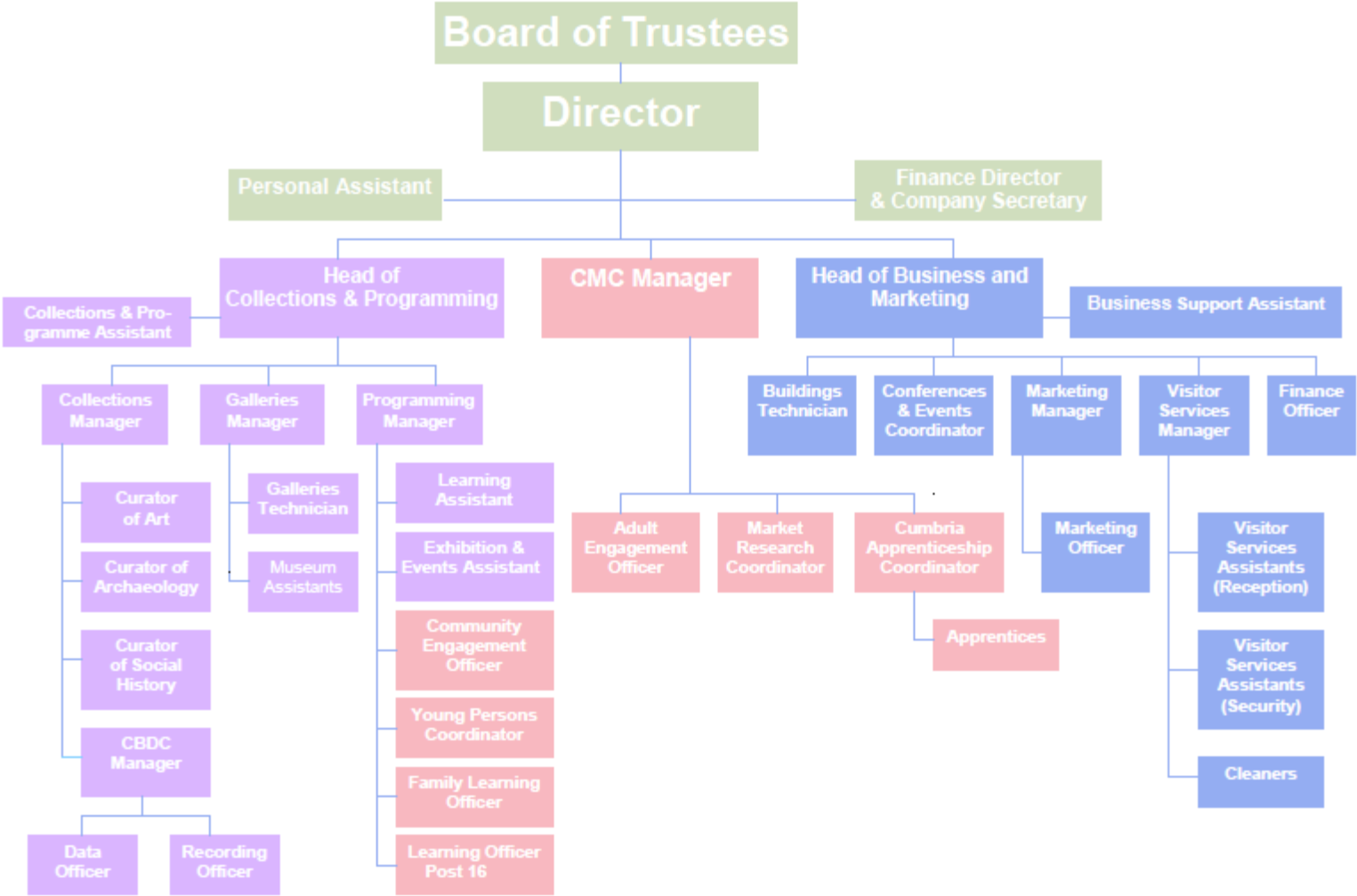
(Reproduced from the Partnership & Funding Agreement between Carlisle City Council and Tullie House Museum and Art Gallery Trust, 5<sup>th</sup> May 2011)

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

## **6. CONTENT OF BUSINESS PLANS**

- 6.5. The Business Plan shall (amongst other things) specify in respect of the relevant period:
  - 6.5.1. MT's overall vision, purpose, key objectives and strategy for achieving them;
  - 6.5.2. key development and investment plans and their financial implications;
  - 6.5.3. MT's management and operating plans for the Museum and the Collection and maintenance plans for the Collection, reflecting the priorities agreed by the parties from time to time;
  - 6.5.4. developments proposed to MT's organisation, staffing arrangements and operating policies;
  - 6.5.5. projected income (both expected from Carlisle and other sources), revenue expenditure and capital expenditure for the next three financial years, including MT's assessment of any risk of fluctuation of the cost of performing its obligations under this Agreement and its proposals for managing such risks;
  - 6.5.6. the Core Funding which MT assesses it requires to be provided by Carlisle for each of the next three financial years with an explanation of the expenditure of MT for which the Core Funding is required;
  - 6.5.7. the key performance indicators and other relevant targets against which MT will report in accordance with clause 9; and
  - 6.5.8. such other information as Carlisle may reasonably require from time to time (which will be specified with reasonable advance notice).

Appendix B  
Staff Structure



## **Appendix C**

### ***Tullie House Trust Performance Framework 2012/13: Carlisle City Council***

#### **Customer**

- 1) All in-person visits to TH (target 300k)
- 2) Visitors to all galleries
- 3) Proportion of 3) who are from 'Out of City' (non TH card holders)
- 4) No. visits to website
- 5) No. children visits (outreach and school pupils)
- 6) No of people taking part in learning activities broken down by subcategories of:

Visitors to Galleries

Curatorial Enquiries

Loans Boxes

Guildhall visitors

Website Users

Community and Schools outreach

Under 5's Education sessions

Internal Workshops and Events

Pupil Count

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

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

#### **Finance and Economic Benefits**

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

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

#### **Organisational development**

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

Risk register to be reported by major exception.



## **Appendix D**

### ***Tullie House Trust Performance Framework 2012/13:***

#### ***Arts Council England***

##### **GOAL 1: EXCELLENCE IS THRIVING AND CELEBRATED IN MUSEUMS**

###### **KPI 1 - Indicate what you are doing to ensure excellence and how you will know you have been successful**

Quality of the *Voice of Cumbria* programme and breadth and reach of joint working with wider Cumbria museums measured through numbers of museums engaging with CMC through programmes and satisfaction with programme. Our target will be to engage with 80% of the museums in Cumbria by March 2014 and 90% by the end of the programme in March 2015. We will work with the Cumbria Museums Forum in 2012-13 to establish programme priorities, standards and targets. We will evaluate satisfaction levels through an annual review of progress with the Cumbria Museums Forum and use the feedback to inform future programme. Our proposed target is to obtain at least 80% of participants more than satisfied in 2013-14 and 2014-15.

Success of establishing a broad range of community and children and young people focused programmes across the CMC venues in 2012-13 and impact of programmes in 2012-13, 2013-14 and 2014-15. We will measure this through successful completion of milestones and full post recruitment. This team will establish targets by end September 2012. The impact of programmes over 2012-15 will be measured through numbers of participants; number of new and strengthened learning partnerships with schools, colleges, community organisations and other providers; and the level of satisfaction measured through feedback from participants and evaluation with representatives of partner organisations at end of 2012-13, 2013-14 and 2014-15.

Successful completion of equality strategy for CMC venues in 2012-13 measured by meeting milestones. We will use the strategy to establish a benchmark, identify the changes and improvements required and to set targets and milestones. The CMC management group will assess progress made against the benchmark in March 2013, 2014, and 2015, in the areas of programme and organisational development.

By 31 March 2013.

##### **GOAL 2: MORE PEOPLE EXPERIENCE AND ARE INSPIRED BY MUSEUMS**

###### **KPI 2 - Implement/Maintain a method for audience data collection and interpretation**

Complete baseline audience research in 2012-13 to create benchmark information across all CMC venues and establish meaningful segmentation which focuses on the motivations of diverse audiences. We will use the findings, and previous market assessment and audience research, to set targets to increase and diversify audiences within each segmentation.

Success in developing consistent ways of measuring user satisfaction across CMC in 2012-13 and implementing and using information collected in 2013-14 and 2014-15. The CMC management group will measure this through meeting milestones for implementation and annual survey and assessment of the extent to which user feedback has informed programme at CMC venues.

By 31 March 2012

###### **KPI3 - Increase the amount of activity made available to audiences digitally**

Increase the amount of activity digitally through the creation of a new digital portfolio of projects through the *Voice of Cumbria* Programme including a new Cumbria Museums website, related apps and social media feeds, and expansion of elearning resources for CYP audiences. The target is to

widen access to collections and activities and enable participation and dialogue with a wider range of audiences. This activity will be measured through % increase in content against benchmark set in 2012; quality of site and content; number of unique site visits and users, and the extent to which the programme meets desires and aspirations of users measured through on line satisfaction survey and feedback in March 2013, 2014 and 2015. The CMC's management group will monitor this.

Success of increasing digital access to collections to increase revenue in CMC and in partner museums in Cumbria. We develop strategy in 2012-13 from work done in 2011-12 and implement over the three years. We will collate information on existing provision and income in 2012-13 and set targets with the participating museums in Cumbria to increase income over the three years.

By 31 March 2015

**KPI4 - Increase the organisation's engagement and reach**

We will use the audience research and diversity strategy developed in 2012-13 to set benchmarks for visitor numbers and market segmentations, including C&YP, families, and older people within the CMC's museums and use these benchmarks to set targets to increase engagement and reach over the three years to March 2015. We will set the target % increases from the benchmark by end December 2012.

By 31 March 2015

**GOAL 3:**

**KPI5 - Indicate the organisation's expected amount of contributed income in 2012/13, 2013/14 and 2014/15**

Lakeland Arts Trust's fundraising team will continue to work to maintain and if possible increase the revenue and capital donations they attract over the three years to March 2015. The 2011 revenue baseline is £300,000. LAT has the ambition to raise at least £300,000 per annum through sponsorship and donations over the 2012-15 year period, to help support an ambitious programme of activity. This is on addition to the ambition to secure a total of £10m capital funding for the Windermere Steamboat project by May 2013.

Wordsworth Trust will seek to maintain contributed income at c. £600,000 per annum. This is an aggregation of revenue grants and donations and capital grants.

Tullie House Trust has a baseline of £53,000 per annum for 2011-12 for donations and sponsorship. Our Business Plan states that this will increase 100% over the three years (12/13 £65,500, 13/14 £83,500, 14/15 £106,000).

By 31 March 2015

## Appendix E

### Exhibition and Events Programme

Art Gallery		
25 <sup>th</sup> May-7 <sup>th</sup> July 2013	Into the Light - Freemasons and Cumbria	Tullie House is hosting an exhibition on Freemasonry in conjunction with the national Freemasonry Museum and Grand Lodge in London, Beamish, the North of England Open Air Museum and local Cumbrian lodges. The exhibition will major on freemasonry but will also put the movement into context by talking about other fraternal groups and societies. The exhibition has a working title of <i>Into the Light - Freemasons and Cumbria</i> and will cover themes such as: What is freemasonry, the History of freemasonry in Cumbria, Fraternity, Costume and regalia, Personalities and stories, Freemasonry today and in popular culture, Diversity in freemasonry. The exhibition is aiming to dispel myths and/or explain the reasoning behind rules and rituals whilst at the same time highlight little known facts about subjects such as origins, persecution, personalities and charity work.
20 <sup>th</sup> July-13 <sup>th</sup> October 2013	George Howard	This exhibition commemorates the centenary of the death of George Howard, 9th Earl of Carlisle (1843-1911). A significant figure in Cumbria's cultural heritage, Howard was a dedicated and accomplished artist who produced beautifully observed and delicately captured works in oil and watercolour including portraits, landscapes, everyday scenes and family episodes.
26 <sup>th</sup> October 2013 January 2014	C-Art at Tullie	<b>TBC</b> subject to success of 2012/13 exhibition
July-October 2014	Richard Slee	Richard Slee is an internationally renowned ceramic artist who was born in Carlisle. This Tullie House touring exhibition looks back upon Slee's work over the past five years and includes a newly commissioned work for the permanent collection.
4 <sup>th</sup> October 2014-11 <sup>th</sup> January 2015	War Games	This V&A Museum of Childhood Touring Exhibition explores war games & the child's relationship with war looking at symbolism.

Art Gallery		
26 January – March 2015	Artist Rooms: Anselm Kiefer	<p><u>TBC subject to funding</u></p> <p>German painter and sculptor, Anselm Kiefer. The themes of environment and memory are key strands in Kiefer's work and these also resonate with Tullie House's own collecting policy. Geographical, historical and cultural identities run as a powerful thread throughout Carlisle and Cumbria and we would like to use an exhibition of Kiefer's work as an admission point for visitors to explore their own journeys and create their own interpretations.</p>

Special Exhibitions Gallery		
6 July – October / November tbc	Solway Wetlands	<p>This HLF funded exhibition will interpret and celebrate the unique landscape of the south Solway, explore the rich human history of the area and illustrate the ways in which the natural landscape and wildlife has both influenced human activity and in turn been moulded by that activity. The exhibition will be designed so that key elements of it can be travelled around a variety of local venues thereafter.</p>
November 2013 – February 2014	Natasha Daintry	<p>This exhibition features a stunning new acquisition which complements the museum's growing collection of contemporary art on the theme of the natural world and our historic porcelain collection. The exhibition will comprise of Natasha Daintry's 'Ocean' a ceramic installation of 1000 porcelain pots purchased jointly for the museum collections with Oldham, Preston, Rochdale and Nottingham Museums with financial support from the Contemporary Art Society and the Art Fund. Selected pieces of historic porcelain from the collections will also be on display.</p>

Other Exhibitions in Development / Under consideration	
Martin Greenland	Martin Greenland is an explorer of the landscape- both real and invented. In his paintings he explores the illusion of landscapes made by the tactile breadth of oil paint. Martin does not utilize photographs in his work nor does he paint while observing nature directly. His paintings are about inventing a landscape that has never been seen. Martin boldly states, "It may seem futile to make the works seem as though they have been observed or taken from photographs, but inventing gives the work reason for existence – what is shown exists only within these painted illusions..." SEG 2014
Carlisle at War	
A history of Carlisle in 10 Objects	Following on from the History of the World in 100 objects, this in-house exhibition would tell the story of Carlisle and how it has played its part in the national story of England. Huge opportunity for community engagement. Links to Voices of Cumbria project and Consortium-wide Best of Cumbria exhibition.
New Acquisitions	In-house exhibition focussing on new material that has been acquired by Tullie House over the past 10 years.
BM Prints & Drawings	Exploring the possibility of a major exhibition of world class prints and drawings from the British Museum's extensive collections developed in collaboration with TH (2016).
Roman Parade Armour	Possibility of a major trans-European project partnership looking at the role and purpose of parade armour throughout the Roman Empire.

## Appendix F

### Tullie House Museum and Art Gallery Trust - Proposed budget 2013/14 to 2015/16

£, in constant 2012/13 prices		Baseline Year	Plan Year			% Increase
		2012/13	Year 1 - 2013/14	Year 2 - 2014/15	Year 3 - 2015/16	Year 3 over Baseline
		Budget	Draft budget	Draft budget	Draft budget	
<b>Income</b>	<b>Tullie House Trust:</b>	<b>1,553,520</b>	<b>1,576,020</b>	<b>1,626,000</b>	<b>1,676,000</b>	<b>7.88%</b>
	Of which Carlisle City Council Grant	1,256,420	1,198,420	1,205,000	1,205,000	(4.09%)
	Generated Income	297,100	377,600	421,000	471,000	58.5%
	<b>Arts Council England (ACE) grant</b>	<b>511,400</b>	<b>589,296</b>	<b>581,871</b>	<b>0</b>	<b>(100%)</b>
	<b>Cumbria Bio-diversity Data Centre (CBDC)</b>	<b>61,067</b>	<b>86,144</b>	<b>91,000</b>	<b>91,000</b>	<b>49.02%</b>
	<b>Total income</b>	<b>2,125,987</b>	<b>2,251,460</b>	<b>2,298,871</b>	<b>1,767,000</b>	<b>(16.89%)</b>
<b>Expenditure</b>	<b>Payroll:</b>	<b>1,032,690</b>	<b>1,269,236</b>	<b>1,275,072</b>	<b>1,004,500</b>	<b>(2.73%)</b>
	Of which Tullie House Trust funded	832,700	898,233	898,000	920,000	10.48%
	ACE funded	143,923	289,859	292,572	0	(100%)
	CBDC funded	56,067	81,144	84,500	84,500	50.71%
	<b>Utilities</b> (All Tullie House Trust funded)	<b>190,200</b>	<b>145,720</b>	<b>165,000</b>	<b>170,000</b>	<b>(10.62%)</b>
	<b>Other Costs:</b>	<b>847,947</b>	<b>835,437</b>	<b>857,799</b>	<b>591,500</b>	<b>(30.24%)</b>
	Of which Tullie House Trust funded	475,470	531,000	562,000	585,000	23.04%
	ACE funded	367,477	299,437	289,299	0	(100%)
	CBDC funded	5,000	5,000	6,500	6,500	30%
	<b>Total expenditure:</b>	<b>2,070,837</b>	<b>2,250,393</b>	<b>2,297,871</b>	<b>1,766,000</b>	<b>(14.72%)</b>
<b>Surplus/(Deficit)</b>	(All attributable to Tullie House Trust)	<b>55,150</b>	<b>1,067</b>	<b>1,000</b>	<b>1,000</b>	<b>(98.19%)</b>

## Appendix G

### Tullie House Museum and Art Gallery Trust Reserves

In 2011/12 the following reserves were transferred by Carlisle City Council to Tullie House:

Routledge Fund	£41,944.29
Hub Projects	£20,907.14
Acquisitions	£13,942.37
Natural Sciences	£28,849.42
CBDC	£126,272.71
Bequests	£1,241.72
 Total	 £233,157.65

As at the 31<sup>st</sup> March 2012 Tullie House carried forward the following reserves:

Restricted Reserves	£72,292
Designated Reserves	£70,555
Unrestricted Reserves	£437,567
 Total	 £580,414

