

AGENDA

Health & Wellbeing Scrutiny Panel

Thursday, 25 November 2021 AT 10:00
In the Cathedral Room, Civic Centre, Carlisle, CA3 8QG

****A pre meeting for Members to prepare for the Panel will take place 45 minutes before the meeting****

The Press and Public are welcome to attend for the consideration of any items which are public.

Members of the Health & Wellbeing Scrutiny Panel

Councillor Paton (Chair), Councillors Mrs Finlayson (Vice-Chair), Glover, Mrs McKerrell, Shepherd, Sunter, Mrs Tarbitt, Miss Whalen.

Substitutes:

Alcroft, Atkinson, Bainbridge, Birks, Mrs Bowman, Brown, Collier, Ms Ellis-Williams, Mrs Glendinning, Lishman, Meller, Mrs Mitchell, Mitchelson, Morton, Ms Patrick, Robson, Miss Sherriff, Southward, Dr Tickner, and Tinnion.

PART A

To be considered when the Public and Press are present

APOLOGIES FOR ABSENCE

To receive apologies for absence and notification of substitutions

DECLARATIONS OF INTEREST

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

PUBLIC AND PRESS

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

MINUTES OF PREVIOUS MEETINGS

**11 -
18**

To note that Council, at its meeting of 9 November 2021, received and adopted the minutes of the meeting held on 2 September 2021.
[Copy minutes in Minute Book 48(3)].

The Chair will move the minutes of the meeting held on 14 October 2021 as a correct record. The only part of the minutes that may be discussed is their accuracy.
(Copy minutes herewith)

A.1 CALL-IN OF DECISIONS

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

A.2 LOCAL CYCLING AND WALKING INFRASTRUCTURE PLANS (LCWIPS) AND THE HADRIAN'S WALL CYCLING AND WALKING CORRIDOR PROJECT

**19 -
52**

Portfolio:	Environment and Transport
Directorate:	Community Services

Officer:	Darren Crossley, Deputy Chief Executive
Report:	CS.43/21 herewith

Background:

The Deputy Chief Executive to submit a report on the Local Cycling and Walking Infrastructure Plans (LCWIPS) and the Hadrian's Wall Cycling and Walking Corridor Project.

Why is this item on the agenda?

Item included in the Panel's Work Programme.

What is the Panel being asked to do?

- Note the content of the report regarding the ongoing work to develop the Carlisle Local Cycling and Walking Infrastructure Plan and to develop the Hadrian's Wall Cycling and Walking Project;
- Submit relevant comments to Cumbria County Council on the Carlisle LCWIP Public consultation.

A.3 TULLIE HOUSE BUSINESS PLAN 2021 - 2030 (22/23 revision)

**53 -
196**

Portfolio:	Culture, Heritage and Leisure
Directorate:	Community Services
Officer:	Darren Crossley, Deputy Chief Executive
Report:	CS.44/21 herewith

Background:

The Deputy Chief Executive to submit a report introducing the Tullie House Museum and Art Gallery Trust Business Plan 2021 - 2030. This matter was considered by the Executive on 25 October 2021. Representatives of Tullie House will attend the meeting.

Why is this item on the agenda?

Annual scrutiny of the Business Plan. The matter is a Key Decision included in the Notice of Executive Key Decisions (KD.24/21).

What is the Panel being asked to do?

Consider the report and proposed Business Plan and provide feedback to the Executive.

A.4 **BUDGET 2022/23 - 2026/27**

Portfolio:	Finance, Governance and Resources; Culture, Heritage and Leisure; Communities, Health and Wellbeing; and, Environment and Transport
Directorate:	Finance and Resources
Officer:	Alison Taylor, Corporate Director of Finance and Resources
Report:	<p>Members are reminded that the Budget Book was issued to all Members on 12 November 2021 and Members are asked to bring it to the meeting.</p> <p>The Executive Decisions from its meeting of 22 November will be tabled at the meeting.</p> <p>Please Note: the page numbers listed below refer to the Budget Book not the Scrutiny Document Pack.</p>

Revenue Budget Reports:

(a) Budget Update - Revenue Estimates

Report: RD.46/21

Pages 1 - 28

Officer: Alison Taylor, Corporate Director of Finance and Resources

Background:

To consider the new revenue spending pressures and additional income which fall within the area of responsibility of this Panel.

- Cremator Replacement Reserve	Pages 3, 12, 20, 23
- Leisure Contract Variation	Pages 7, 17
- Pest Control	Page 8, 17
- Homeless Accommodation	Page 8
- Waverly Viaduct Reserve	Pages 12, 20, 25
- Cemeteries Perpetuity	Pages 13, 27
- Local Distress	Page 13
- Revenue Bequests - District Nursing	Pages 13, 28
- Tullie House	Page 17
- Grants to Carlisle and Eden MIND	Page 17
- Leisure Contract Subsidy	Page 17
- Environmental Clean Up & Enforcement	Page 17

(b) Individual Charges Reviews-

Background:

To consider and comment on the review of charges in respect of the following areas within the remit of this Panel.

Community Services

Report: CS.37/21

Officer: Darren Crossley, Deputy Chief Executive

- Allotments	Pages 31, 34, 41
- Use of Parks	Pages 32, 42
- Football Pitches	Pages 32, 34, 43
- Talkin Tarn	Pages 32, 44
- Bereavement Services	Page 32, 34, 45
- Waste Services	Page 33
- Garages	Pages 33, 34
- Enforcement	Pages 34, 50

Economic Development

Report: ED.39/21

Officer: Jane Meek, Corporate Director of Economic Development

- Shopmobility	Page 57, 62
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Governance and Regulatory Services

Report: GD.55/21

Officer: Mark Lambert, Corporate Director of Governance and Regulatory Services

- Environmental Health and Housing	Pages 66 - 68, 76, 79 - 87
- Homeless, prevention and Accommodation Services	Pages 69, 77, 88

(c) Revised Capital Programme 2021/22 and Provisional Capital Programme 2022/23 to 2026/27

Report: RD.47/21

Pages 117 - 128

Officer: Alison Taylor, Corporate Director of Finance and Resources

- Vehicles and Plant	Page 120
- Disabled Facilities Grants	Pages 120, 122, 126
- Leisure Facilities	Page 120
- Recycling Facilities	Page 120

- Crematorium Infrastructure	Pages 120, 126
- Cemetery Infrastructure	Pages 126
- Skew Bridge Deck	Page 126
- Play Area Improvements	Page 126
- On Street Charging Points Infrastructure	Page 126
- LED Footway Lighting	Page 126
- Rough Sleepers	Page 126
- Vehicles, Plant and Equipment	Page 126
- Recycling Containers	Page 126
- Swifts Wildlife Haven	Page 126
- Bitts Park Water Feature	Page 126
- Bitts Park Public Realm	Page 126 - Footway Lighting
Melbourne Park	Page 126 - Empty Property Grants
	Page 126
- Tullie House Levelling Up Fund	Page 126

A.5 REGULATORY REFORM (HOUSING ASSISTANCE) (ENGLAND AND WALES) ORDER 2002 - CHANGES TO EXISTING HOUSING ASSISTANCE POLICY

**197 -
220**

Portfolio:	Finance, Governance and Resources
Directorate:	Governance and Regulatory Services
Officer:	Amelia Morphet, Principal Health and Housing Officer
Report:	GD.70/21 herewith

Background:

The Corporate Director of Governance and Regulatory Services to submit a report asking for the approval of the revision of the Housing Renewal Assistance Policy to revise the discretionary housing funding available through the Disabled Facilities Grants.

Why is this item on the agenda?

The matter is a Key Decision and is included in the Notice of Executive Key Decisions (KD.20/21) and was considered by the Executive at its meeting of 25 October 2021.

What is the Panel being asked to do?

Consider the proposed revised Housing Renewal Assistance Policy in Appendix 1, in accordance with the Council's Budget and Policy Framework.

A.6 LOCAL AIR QUALITY UPDATE

**221 -
230**

Portfolio:	Environment and Transport
Directorate:	Governance and Regulatory Services
Officer:	Amelia Morphet, Principal Health and Housing Officer
Report:	GD.83/21 herewith

Background:

The Corporate Director of Governance and Regulatory Services to submit a report setting out the latest review of air quality in the District.

Why is this item on the agenda

Item included on Panel's Work Programme.

What is the Panel being asked to do

Consider the most recent air quality monitoring data.

A.7 QUARTER 2 PERFORMANCE REPORT 2020/21

**231 -
246**

Portfolio:	Finance, Governance and Resources
Directorate:	Community Services
Officer:	Gary Oliver, Policy and Performance Officer
Report:	PC.38/21 herewith

Background:

The Policy and Communications Manager to submit the Quarter 2 performance against current Service Standards and a summary of the Carlisle Plan actions as defined in the 'plan on a page'. Performance against the Panel's Key Performance Indicators are also included.

Why is this item on the agenda?

Quarterly performance monitoring report.

What is the Panel being asked to do?

Scrutinise the performance of the City Council with a view to seeking

continuous improvement in how the Council delivers its priorities.

A.8 OVERVIEW REPORT

**247 -
252**

Portfolio:	Cross Cutting
Directorate:	Cross Cutting
Officer:	Rowan Jones, Overview and Scrutiny Officer
Report:	OS.27/21 herewith

Background:

To consider a report providing an overview of matters related to the work of the Health and Wellbeing Scrutiny Panel.

Why is this item on the agenda?

The Health and Wellbeing Scrutiny Panel operates within a Work Programme which is set for the 2021/22 municipal year. The Programme is reviewed at every meeting so that it can be adjusted to reflect the wishes of the Panel and take into account items relevant to this Panel in the latest Notice of Executive Key Decisions.

What is the Panel being asked to do?

- Note the items (within Panel remit) on the most recent Notice of Executive Key Decisions;
- Discuss the Work Programme and prioritise as necessary.

PART B

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

-NIL-

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

Health & Wellbeing Scrutiny Panel

Date: Thursday, 14 October 2021

Time: 10:00

Venue: Council Chamber

Present: Councillor Mrs Christine Finlayson, Councillor Colin Glover, Councillor Mrs Ann McKerrell, Councillor Peter Sunter, Councillor Miss Jeanette Whalen
Councillor John Collier (for Councillor David Shepherd)

Also Present: Councillor Mallinson (J) - Leader
Councillor Ellis - Finance, Governance and Resources Portfolio Holder
Councillor Mrs Mallinson - Communities, Health and Wellbeing Portfolio Holder
Councillor Christian - Environment and Transport Portfolio Holder
Councillor Nedved - Economy, Enterprise and Housing Portfolio Holder

Officers: Deputy Chief Executive
Regulatory Services Manager
Policy and Communications Manager
Overview and Scrutiny Officer

Mr Gale - Zero Carbon Cumbria Partnership Manager

Councillor Mrs Christine Finlayson chaired the meeting in the absence of Councillor John Paton.

HWSP.62/21 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Jack Paton, Councillor David Shepherd and Councillor Mrs Valerie Tarbitt.

HWSP.63/21 DECLARATIONS OF INTEREST

There were no declarations of interest submitted.

HWSP.64/21 PUBLIC AND PRESS

RESOLVED - It was agreed that the items of business in Part A be dealt with in public and items of business in Part B be dealt with in private.

HWSP.65/21 MINUTES OF PREVIOUS MEETING

RESOLVED - 1) It was noted that Council, on 14 September 2021, received and adopted the minutes of the meeting held on 22 July 2021. The Chair signed the minutes.

2) That the minutes of the meeting held on 2 September 2021 be agreed.

HWSP.66/21 CALL-IN OF DECISIONS

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

HWSP.67/21 ZERO CARBON CUMBRIA PARTNERSHIP

The Policy and Communications Manager presented an update on the Zero Carbon Cumbria Partnership (ZCCP) (PC.37/21) and introduced Mr Gale, Zero Carbon Cumbria Partnership (ZCCP), Partnership Manager, to the meeting.

The Policy and Communications Manager reported that the ZCCP was a cross sector partnership made up of more than 70 committed organisations, community groups and individuals. The Group was co-chaired by Cumbria Action for Sustainability and Cumbria County Council. The report set out the projects that the ZCCP had been involved in and its governance arrangements.

Mr Gale gave a presentation covering: the membership of the ZCCP; Cumbria's annual residential CO₂ footprint; local authority CO₂ emissions; ZCCP Governance structure; options realising carbon net zero by 2037; links between the ZCCP and the Cumbria Public Health Strategy; key next steps for the Partnership; Cumbria's strengths and identifying co-benefits.

In considering the report and presentation members raised the following comments and questions:

- Were all members of the partnership equally on board with its work and did they recognise the level of challenge it faced?

Mr Gale responded that there was variation between members of the partnership with regards to how on board they were with the Partnership, however, each recognised the level of challenge the Partnership faced. A purpose of the Partnership was to encourage its members to work together in different ways and it intended to work with businesses to build in carbon reduction measures to the post Covid 19 pandemic recovery.

- What connections existed within the Partnership to encourage the adoption of best practice ways of working and to encourage the lessons were learnt by board members?

Mr Gale commented that the Partnership was rare in its very broad membership, the communication of best practices was central to the work of the organisation; the Cumbria Sustainability Network was the primary source of sharing best practice and providing opportunities for collaboration.

- Was data available on the progress of measure to retro-fit existing domestic properties in the county to increase their energy efficiency, and what financial help would be available to carry out the work for low income households?

Mr Gale considered the matter of retro-fitting to be a big challenge in realising carbon zero. It was an issue where he expected national government would look to provide financial assistance schemes rather than locally based ones. He gave an overview of some local projects which had secured national funding to help with domestic property carbon reduction.

- Did any of the Partnership's work streams address waste minimisation?

Mr Gale advised that a sector group was looking into the matter and the Cumbria Strategic Waste Partnership had a waste reduction and carbon minimisation plan.

- A number of Partnerships were also considering addressing the issue of climate change, how was duplication of work being avoided?

Mr Gale explained that the ZCCP had conducted a mapping exercise to understand work already being undertaken to avoid work being duplicated. Moreover, the ZCCP was keen to support and bring together a broad range of sectors to address the issues relating to climate change, including health. He noted that Mr Cox, the Director of Public Health in Cumbria had formerly chaired the ZCCP.

- What level of engagement did the ZCCP have with local businesses and the Local Enterprise Partnership (LEP)?

Mr Gale stated that the LEP was a member of the ZCCP and it was looking at how to connect recovery from the Covid 19 pandemic to the development of skills necessary to increase "green jobs". In terms of links with individual businesses, there was as yet little activity, he noted that businesses working in the visitor economy sector were engaging with Cumbria Tourism on ways to reduce the carbon footprint of the sector.

The Economy, Enterprise and Housing Portfolio recognised that the ZCCP was in its early days, he welcomed the work to develop skills to support the generation of the green economy as it had the potential to create new job opportunities.

- Did the ZCCP have a marketing plan to encourage public engagement with its agenda and schemes?

Mr Gale considered that public engagement was a critical aspect of the ZCCP work. A recent tranche of National Lottery Funding had enabled the ZCCP to employ a part time Communications and Marketing Manager whose role would be to develop the ZCCP website and work with Partnership members to build a programme of community engagement.

- In relation to land use and farming, the Environment Agency were now focusing on upstream flood management, would the ZCCP be involved in that area?

Mr Gale responded that effective engagement with the farming community was essential. The changes to the sector following Brexit and a new national pay scheme had the potential to be beneficial for the climate change agenda.

- What incentives could the ZCCP offer residents to make changes that would reduce their carbon footprint?

Mr Gale explained that "fair transition" or "climate justice" was a key issue in supporting the transition to carbon zero particularly in relation to low income households. The issue was being considered and built into sector plans which would have a different way of approaching matters, for example viewing transport as a service rather than infrastructure. 16 programmes had received funding from the Climate action Fund to support the work.

The Environment and Transport Portfolio Holder noted that the Council's Cycling and Walking Strategy was about to be published which he hoped would help in starting to change thinking on transport. Turning to the issue of electric vehicle charging, he noted that there was likely to be increased demand for points at domestic properties and that consideration needed to be given to the rates charged at commercial and domestic sites.

Mr Gale noted that work had been carried out to map a baseline of existing charging points

within the county and the requirements needed to be met to help reach carbon zero by 2037. Consideration needed to be given as to how best to support commercial and domestic properties in the county as well as visitors.

- How was the Partnership engaging with young people?

Mr Gale advised that a Climate Change Youth Summit had been arranged for 15 October 2021 which would commence the process of engagement with young people. There was also a Youth Climate Action Programme being developed which would seek to include those from disadvantaged backgrounds and those with Learning Disabilities.

A Member commented that he was aware of anxiety amongst young people in relation to the impact of Climate Change. Members discussed their concerns about the potential negative impact on people's mental health in relation to concerns about Climate Change and emphasised the need for accurate and balanced reporting and information on the matter.

The Communities, Health and Wellbeing Portfolio Holder noted that there was an amount of partnership work already going on in relation to climate change, including through the Carlisle Partnership which included a young persons representative. She thanked all partners involved in that work.

The Economy, Enterprise and Housing Portfolio Holder commented on the Council's evolving approach to new developments in the district, particularly in relation to the St Cuthbert's Garden Village; Members considered the need for planning policy at national and local level to be adapted so that it was able to support the transition to zero carbon.

- In relation to Climate Change Citizen's Juries, a Member commented that these were often perceived as being an "eco-warrior" forum; he asked if Mr Gale was able to circulate to the Panel some information on the actions undertaken by the ones already set up in Cumbria.

Mr Gale undertook to do so and noted that Kendal and Copeland had each set up a Jury and that Barrow were planning to. The membership of the juries was random and therefore potentially would make connections with those who had been hard to engage on the matter; provide feedback on their work to local authorities would enable them to incorporate that into their thinking

The Member further commented that as part of the Council's Climate Emergency declaration it had been agreed that a Climate Change Citizen's Jury would be set up in the district he urged the Executive to look at the matter and commence community engagement so that the issue could be taken forward. He further requested that Officers considered including Climate Change in the Corporate Implications section of Council reports so that environmental impacts could be noted.

The Vice Chair thanked Mr Gale for his presentation. She proposed the following resolutions for the Panel:

- That Mr Gale circulate to the Panel information on the work and actions of the existing Climate Change Citizens' Juries in Cumbria;
- That Officers considered the inclusion of Climate Change in the Corporate Implications section of Council Committee reports.

A Member commented that he had requested that the Panel resolve to urge the Executive to set up a Climate Change Citizens' Jury in the district.

The Vice Chair responded that the resolution had not been formally put and seconded.

The Member proposed that the Panel recommend to the Executive that it set up a Climate Change Citizens' Jury in the district. The proposal was seconded. The Vice Chair put the matter to the vote, whereupon the numbers cast for and against the proposal were equal. The Vice Chair used her casting vote and the motion fell.

The Member expressed strong concerns that, in his view a Member of the Executive had tried to influence the Panel.

The Vice Chair responded that she had made her decision on the proposal entirely independently.

The Member expressed disappointment that the proposal had not been taken forward.

RESOLVED - 1) That the Panel had considered and commented on the Zero Carbon Cumbria Partnership update (PC.37/21).

2) That Mr Gale circulate to the Panel information on the work and actions of the existing Climate Change Citizens' Juries in Cumbria.

3) That Officers consider the inclusion of Climate Change in the Corporate Implications sections of Council Committee reports.

HWSP.68/21 HOUSING ASSISTANCE GRANTS - DFGS, REPAIR ASSISTANCE AND EMPTY PROPERTY GRANTS

The Regulatory Services Manager presented an update on the Housing Assistance Grants delivered in 2020/21 by Regulatory Services' Housing and Pollution and Homelife Teams. (GD.53/21)

The Regulatory Services Manager set out the background to the funding for housing grants, the types of grants, the criteria as established in the Housing Renewal Assistance Policy 2018. The report detailed the Carlisle Housing Assistance for 2021/22 and the impact that world markets and the pandemic had on delivery.

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

- Did the Council have any insight into how Registered Social Landlords (RSL) within the district addressed issues of property adaptation?

The Regulatory Services Manager responded that if a tenant of an RSL applied to the Council for a Housing Assistance Grant it would have to be considered, as with any application relating to a rental property, the property owner would need to be consulted before any works were agreed. An RSL may consider other issues for example whether the property their tenant resided in was suitable and whether relocation may be an option. The Council had formerly carried out adaptations to Riverside properties, however, they had now undertaken their own works for a number of years.

- Did the Grants allow for the provision of technical solutions to support people with non-physical needs adaptations, for example dementia?

The Regulatory Services Manager confirmed that 'dementia friendly' grants were available as was the provision of technology. In order to receive a grant an applicant was required to meet the scheme criteria for whatever type of grant had been applied for.

The Member further asked whether the Housing Assistance Grants were able to meet any revenue costs associated with an adaptation?

The Regulatory Services Manager stated that some Disabled Facilities Grants (DFG) were capital grants. There were some circumstances where a specific time limited project had been identified that would permit the grant to be used to pay for revenue costs e.g. the Hospital Discharge Post. However, usually, any revenue costs associated with an adaptation such as power supplies would be funded by monies from Adult Social Care budgets.

- Had the delivery of the Housing Assistance Grants been impacted by supplier and materials issues?

The Regulatory Services Manager stated that there had been an impact in terms of an increase in materials costs to contractors and contractors were needing to pay more to retain staff. A revision of the Grants Framework was having to be considered as the existing Frameworks prices set 2 years ago were understandably causing issues. Demand for the grants had not been impacted and it was likely that this year's allocation will be spent.

- How were adaptations compliance with the Homes for Life standards checked?

Building Control processes and legislation were applied to certify adaptations delivered under the new housing schemes.

In response to a further question from the Member regarding the future proofing of homes on new housing developments, the Regulatory Services Manager noted that the issue presented a challenge; matters such as doorway widths and stairs were often lower than that which would be provided for by an adaptation. Therefore, DFGs were perceived as useful in respect to current adaptations needs.

- Were heat pumps practical for older properties?

The Regulatory Services Manager advised that the suitability of an adaptation related to the particular circumstances of an individual property, he expected the contractors used to deliver works for housing grants to be of a standard to make a qualified judgement on such matters.

- What was the average time taken for the Council to process grants?

The Regulatory Services Manager reported that in the previous year, for mandatory scheme grants the number of days from receipt of an application was, on average 84 days; for discretionary grants 62 days. He undertook to circulate to the Panel the corresponding data for the current year.

- The Grants were funded by a variety of sources, did Officers have to seek those out?

The Regulatory Services Manager stated that there were a number of ways Officers identified funding streams including networking and email circulars. Not all pots of funding would be suitable and the Council only followed up those where it considered it had a reasonable chance of securing monies.

The Economy, Enterprise and Housing Portfolio Holder thanked the Regulatory Services Manager and his team for the work carried out in respect of Housing Assistance Grants.

The Communities, Health and Wellbeing Portfolio Holder drew the Panel's attention to the

case studies contained in the report and noted the range of adaptations the grants covered.

The Vice Chair commented that through the current and previous reports on Housing Assistance Grants it was clear to see the difference the grants made to peoples lives, she applauded the work of the team.

RESOLVED - 1) That the Housing Assistance Grants update be noted (GD.53/21)

2) That the Regulatory Services Manager circulate to the Panel information on the time taken to process grants in the current year.

HWSP.69/21 OVERVIEW REPORT

The Overview and Scrutiny Officer submitted report OS.25/21 providing an overview of matters relating to the work of the Health and Wellbeing Scrutiny Panel.

In relation to the 'Progress on resolutions from previous meetings" section of the report the Overview and Scrutiny Officer advised that HWSP.41/21 (2) That future monitoring of the 2037 baseline and appropriate Key Performance Indicator be included in the Panel's regular performance reports; the action had been agreed by the Task and Finish Group on Performance reporting, were the Panel to agree the matter it would be closed.

The consultation paper on the Carlisle Plan had been appended to the report to Council in September 2021, the Overview and Scrutiny Officer undertook to circulate it to the Panel (HWSP.49/21 refers).

The Overview and Scrutiny Officer gave an update from the Scrutiny Chairs Group where, in relation to the Future Scrutiny Arrangements Task and Finish Group, the Chair of the Business and Transformation Scrutiny Panel had been keen for the Group to have cross-party engagement. The following Members had indicated a willingness to sit on the Task and Finish Group: Councillor Bainbridge, Councillor Allison, Councillor Meller and Councillor Finlayson. The Overview and Scrutiny Officer invited a member of the Health and Wellbeing Scrutiny Panel to participate in the Group. Councillor McKerrell indicated that she was willing to sit on the Task and Finish Group. The Panel agreed.

RESOLVED - 1) That the Overview Report incorporating the Work Programme and Key Decision items relevant to the Health and Wellbeing Scrutiny Panel be noted (OS.25/21).

2) That Councillor McKerrell participate in the Future Scrutiny Arrangements Task and Finish Group.

3) That the Overview and Scrutiny Officer circulate the consultation paper on the Carlisle Plan to the Panel.

The Meeting ended at: 12:00



Carlisle City Council

Report to Health & Wellbeing

Item
A.2

Scrutiny Panel

Report details

Meeting Date:	25 th November 2021
Portfolio:	Culture, Heritage and Leisure
Key Decision:	No
Policy and Budget Framework	Yes
Public / Private	Public

Title:	LOCAL CYCLING WALKING INFRASTRUCTURE PLAN (LCWIP) AND THE HADRIAN'S WALL CYCLING AND WALKING CORRIDOR PROJECT
Report of:	The Deputy Chief Executive
Report Number:	CS 43/21

Purpose / Summary:

Cumbria County Council and Carlisle City Council, together with partner organisations are working on 2 projects with a shared ambition to increase cycling and walking in the Carlisle area. The implementation of good quality cycling and walking infrastructure is key to getting more people to walk and cycle. A large proportion of residents within Carlisle live and work within the City and its compact nature creates ideal conditions for cycling and walking.

The first project involves developing a Local Cycling and Walking Infrastructure Plan (LCWIP) for Carlisle. The LCWIP will identify and prioritise the main routes and core walking zones for improvement. Having a clear plan for cycling and walking will enable the Councils to secure funding to deliver improvements through bids for central government funding and developer contributions. Future delivery of the improvements, however, will be dependent on the funding being secured.

This report provides details of the LCWIP proposals which are currently the subject of public consultation. This is a final opportunity to comment on the proposals before the final plan is prepared early next year.

The second project is a plan to develop the Hadrian's Wall Cycling and Walking Route between Millom and Gilsland. The aim is to provide a route which is off-road wherever feasible. Details are currently being developed and further details will be presented as they develop. At this stage outline proposals are being presented.

Recommendations:

It is recommended that:

- Members note the contents of this report regarding the ongoing work to develop the Carlisle Local Cycling and Walking Infrastructure Plan and to develop the Hadrian's Wall Cycling and Walking Project.
- Members submit relevant comments to the County Council on the Carlisle LCWIP Public Consultation.

Tracking

Executive:	
Scrutiny:	
Council:	

1 Background

- 1.1 Cumbria County Council and Carlisle City Council, together with partner organisations are working together on 2 projects with a shared ambition to increase cycling and walking in the Carlisle area. Cycling and walking is good for our health and wellbeing, the environment, and the local economy. In 2020, the government released 'Gear Change: A Bold Vision for Cycling and Walking'. This document set out a vision for a travel revolution in England's streets, towns, and communities. It was recognised that the potential benefits of cycling and walking more were huge and could *'help tackle some of the most challenging issues we face as a society, improving air quality, combatting climate change, improving health and wellbeing, addressing inequalities and tackling congestion on our roads'*.
- 1.2 The implementation of good quality cycling and walking infrastructure is key to getting more people to walk and cycle. A large proportion of residents within Carlisle live and work within the City and its compact nature creates ideal conditions for cycling and walking. The first project on which work started was developing a Local Cycling and Walking Infrastructure Plan (LCWIP) for Carlisle. The LCWIP will identify and prioritise the main routes and core walking zones for improvement. Having a clear plan for cycling and walking will enable the Councils to secure funding to deliver improvements through bids for central government funding and developer contributions. Future delivery of the improvements, however, will be dependent on the funding being secured. Initial consultation on the draft priority cycling/walking networks for Carlisle took place in Spring 2021 and the comments received then have enabled the proposals to be developed further. The final proposals are now the subject of a final public consultation, please see Appendix 1 – Carlisle LCWIP Consultation Document
- 1.3 Work has also started on the Hadrian's Wall Cycling and Walking Project which is in large part funded by the Borderlands Initiative. The aim is to create a long distance, mainly off-road Cycling and Walking route between Millom in the south of the County and Gilsland in the north. Specific route details are still being developed and work is not as advanced as the LCWIP.

2 Proposals

- 2.1 **Local Cycling and Walking Infrastructure Plan.** The Carlisle LCWIP will set out a high-level approach for how we can encourage more people to make journeys on foot or by bike, by creating a safe, integrated and well linked network of walking and cycling routes. It will focus on the everyday shorter journeys undertaken within and to urban areas such as to work or school. It is intended to facilitate a long-term approach to the development of cycling and walking networks, but it is also a document that can be revised and updated throughout its 10-year lifespan to reflect changing priorities.

2.2 The LCWIP will provide:

- Plans of the proposed priority networks showing the most important routes and zones for further development, targeting short journeys (to school, work etc).
- A prioritised programme of infrastructure improvements for future development.
- A report setting out the evidence and work completed to support the development of the Plan.
- A basis for securing government funding or developer contributions.

2.3 The LCWIP will not provide:

- Exact details of the improvements on each route (these details will be developed as funding comes forward and will be subject to further consultation).
- Specific timeframes for when routes will be delivered, this will depend on funding and other issues.
- Guaranteed funding for delivery, although it will put us in the best possible position to bid to secure funding.
- Network planning for long distance routes such as the Hadrian's Wall Cycling and Walking Project.

2.4 The study area for the Carlisle LCWIP is based on the district boundary, however the main focus is on the urban area of Carlisle where there is the greatest potential to get more people cycling and walking for short journeys. Connections to nearby communities have also been considered as part of the development of the Plan. A comprehensive evidence gathering exercise was undertaken to inform the development of the Plan, including public consultation in May 2021. This has helped us to understand where people want to go and what the current barriers are, preventing them from doing so. Priority networks for cycling and walking around Carlisle have been identified. These are made up of existing and new or improved routes and have been developed from a review of the evidence and feedback from the consultation.

2.5 **Delivery of cycling and walking improvements.** Delivery of the specific elements of the LCWIP is subject to securing funding. Some funding has already been secured for delivery of the LCWIP and we are exploring other opportunities such as government funding for active travel and place-based investment. In Carlisle this includes provision as part of the Carlisle Southern Link Road (CSLR) by Spring 2024.

2.6 **Priority Cycling Network.** The proposed Priority Cycling Network is outlined in Appendix 1 – Carlisle LCWIP Consultation Document, more detailed plans are attached in Appendix 2 – Carlisle Priority Cycle Network, and Appendix 3 – Carlisle City Centre Priority Cycle Network. A summary of the proposals is also listed below. The key influencers on the routes selected for the priority networks were access to employment (including the hospital, Kingmoor Park/ Kingstown, and the city centre), the railway station and education cluster. In addition, connectivity from the St Cuthbert's Garden Village to the south is particularly important. The network presented provides key connections, recognising that it is not possible to connect everywhere. The LCWIP must therefore prioritise the most important routes to secure

funding against. The proposed network provides a combination of cycling infrastructure along the main routes into the city and secondary links along quieter roads where connections on main routes are not possible. The combination of new cycling routes and improvements to existing routes, alongside existing provision, will provide a coherent, direct, safe, comfortable, and attractive cycle network for the district. The routes have been developed considering updated guidance on Cycle Infrastructure Design. The new design standards are much higher than in the past and look to include cycle provision that is physically protected from traffic, as well as the separation of pedestrians and cyclists on main routes. The routes shown on the appended Priority Cycling Network Plans are listed in the table below, these schemes are not listed in order of priority and their delivery will be dependent on securing funding.

- 1 **Carlisle Southern Link Road.** A new link road to the south of Carlisle connecting in the Garden Village, incorporating cycling provision.
- 2 **St Cuthbert's Garden Village (Durdar to Blackwell).** Connections to Currock and Upperby and to the Garden Village, to include a segregated cycleway.
- 3 **Hammonds Pond to Castle Way.** An existing route. Improvements to the width and surface, along with traffic calming measures.
- 4 **Carleton to Blackwell Road.** Connection from Carleton and the nearby Garden Village to Blackwell Road and St Nicholas Bridges.
- 5 **Carleton to Warwick Road.** Connection from Carleton to Warwick Road via Melbourne Park. Mixture of new provision including segregated cycleway.
- 6 **Warwick Road to Strand Road.** Warwick Road to Strand Road, to the back of Carlisle United. Link to education facilities.
- 7 **Knowefield Avenue to Cavendish Terrace,** Residential connection avoiding Kingstown Road. To include traffic calming measures and improvements to crossing points.
- 8 **Morrison's to Hadrian's Cycleway & Strand Road.** Residential connection via Lansdowne Crescent, Beech Grove and Rickerby Park, avoiding Kingstown Road. A mixture of segregated cycleway and upgrades to existing facilities.
- 9 **Sands Centre to Strand Road.** A quiet alternative to Georgian Way / Hardwicke Circus Roundabout. Includes segregated cycleway and upgrades to existing cycleway.
- 10 **Castle Way Connection from Hardwicke Circus to McVitie's.** To include a segregated cycleway.
- 11 **Denton Holme to Cummersdale** - Denton Holme to Cummersdale connection along the Caldew Cycleway NCN7. Improvements to the existing shared use facility.
- 12 **Dalston Road to Caldew Cycleway.** Connection from Dalston Road to the Caldew Cycleway NCN7 off-road route.
- 13 **Belle Vue to Engine Lonning.** A quiet alternative to Newtown Road and Moorhouse Road. Connection alongside Parham Beck and through Heysham Park.
- 14 **Rome Street Link from Currock to Carlisle Railway Station** via Rome Street. On road route to include traffic calming measures.
- 15 **Heysham Park to City Centre.** Link from Heysham Park to McVitie's. To include a mixture of segregated and traffic calming measures.
- 16 **Kingmoor Park to Etterby Lea Road.** Quiet alternative to Kingstown Road, using a network of quieter streets and an existing cycleway. Upgrades to existing and traffic calming measures.
- 17 **California Lane to Morrison's.** Quiet alternative to A7 Kingstown Road, using a network of quieter streets. To include a mixture of segregated cycleway and traffic calming measures.

- 18 **Warwick Road - Lismore Street to Carlisle Railway Station.** Connection from the city centre to educational facilities. To include a segregated cycleway.
- 19 **Upgrade to NCN72 and City Centre Link** Upgrades to NCN72 on Newtown Road between McVitie's and Infirmary Street. Quieter alternative via Infirmary St, Willowholme and the Sheepmount. Links to Route 26 Waverley Bridge. Segregated cycleway, traffic calming and off road cycleway.
- 20 **Etterby Road / Scaur Upgrades** to the existing on road cycleway. Traffic calming measures.
- 21 **Hilltop Link Off road link from London Road** onto Route 4 via the existing PRow. Improvements to surfacing.
- 22 **London Road to Melbourne Park.** Link from London Road to Melbourne Park. Connection to Route 21 Off-road cycleway.
- 23 **Sands Centre to Strand Road via Catholic Lonning.** Off road cycleway connecting the Sands Centre to Strand Road. Improvements to surfacing.
- 24 **Education Cluster Connection (from London Road).** Connection to the education cluster from London Road via Grey Street, Fusehill Street, Aglionby Street and Lismore Street. On road route to include improvements to the existing cycleway and traffic calming measures.
- 25a **Botchergate and English Street.** Main direct route into the city centre from the south east. Improvements to existing cycle route and creation of a segregated cycle route
- 25b **Carlisle Railway Station to London Road (via Lancaster Street).** Link from Carlisle Railway Station using Lancaster Street, Albion Street, St Nicholas Street and Woodrouffe Terrace to access London Road. Combination of segregated cycleway and traffic calming measures.
- 26 **Waverley Bridge crossing.** Connection over the River Eden via the Waverley Viaduct. New off-road connection to Etterby Road.
- 27 **Eastern Way (London Road to Durranhill Road)** Improvements to the existing shared use path on Eastern Way.
- 28 **London Road Main direct route into the city centre** from the south east. Improvements to existing cycleway and creation of a segregated cycleway.
- 29 **Wigton Road Main direct route into the city centre** from the southwest. Improvements to existing cycleway and creation of a segregated cycleway.
- 30 **Carlisle Southern Link Road - NCN Link,** Cycling link from the CSLR onto the existing NCN Route 7.
- 31 **Carlisle to Wetheral.** Aspirational link to Scotby and Wetheral, subject to further feasibility.
- 32 **Carlisle to Longtown** via A7 Aspirational link to Longtown, subject to further feasibility.
- 33 **Carlisle to Brampton** Currently via the NCN. Feasibility work is ongoing.
- 34 **Eden Bridge** Improvements to the existing shared use route.
- 35 **St Nicholas Street Link** on St Nicholas Street. Segregated cycleway.
- 36 **Victoria Viaduct Link** from James Street to the Victoria Viaduct via Water Street, to include a new access point to Carlisle Station.
- 37 **West Walls.** Victoria Viaduct to Annetwell Street and Castle Way via West Walls. Traffic calming measures.
- 38 **Cargo Cycleway.** Cycleway on the C1016 Cargo straight from Cargo junction connecting to the Stainton roundabout of the A689.

2.7 **Core Walking Zones.** Core Walking Zones are areas with the highest potential for footfall such as town centres and employment areas. As part of the LCWIP, we have

identified Core Walking Zones across the study area, along with primary walking routes linking into those Core Walking Zones. Primary routes are those that are generally the most direct and have the highest usage. Improvements have then been identified and include new or enhanced road crossings, better quality public spaces and paths, and the provision of dedicated and separated space for walkers. Improvements have been identified for the Carlisle City Centre Walking Zone (CWZ1) and connecting primary routes. Appendix 4 – Carlisle Walking Network shows these walking routes, they are also summarised below and on the appended consultation document. Through the lifespan of the LCWIP, improvements will be identified for the remaining Core Walking Zones and connecting primary routes across the LCWIP area.

The improvements identified on key routes into and within the Carlisle City Centre Priority Core Walking Zone are listed in the table below. The locations are not listed in order of priority and their delivery will be dependent on securing funding.

WR1 / Kingstown Road

- Introduce more crossing points between the east and west side of Kingstown Road.
- Improve junctions along Kingstown Road.
- Widen pavement to make it consistent throughout the route, particularly at the north sections (Along Parkhouse Road and Kingstown Rd between Carlisle Northern Development Route and Morrison's) where footway width reduces.
- Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling.
- Improve pavement evenness by resurfacing or replacing cracked paving slabs in localised areas.

WR2 Victoria Place & Warwick Road

- Provide additional crossing points in proximity to Carlisle College and Richard Rose Central Academy along Victoria Place.
- Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling.
- Improve Montgomery Way /Warwick Road junction by changing signal timings to reduce pedestrian wait time, providing upgraded signalised crossing points. Studies to be undertaken to understand what pedestrian improvements can be made.
- Improve Victoria Road /Warwick Road junction by reducing junction widths and providing new gateway features such as road markings, build outs, coloured surfacing, signage, planting, and/or speed tables, to enforce 20mph speed limit.

WR3 Warwick Road

- Pavement parking is common practice in the area. Parking can be formalised where there is space for both pavement parking and pedestrians. Where there is not space parking controls can be introduced or pavements widened to incorporate parking spaces.
- Improve pedestrian priority at side streets including tactile paving and dropped kerbs.
- Improve Montgomery Way /Warwick Road junction by changing signal timings to reduce pedestrian wait time, providing signalised crossing points and/or fewer pedestrian islands, widening pedestrian islands, reducing junction widths, and removing or improving guardrail. Studies to be undertaken to understand what pedestrian improvements can be made.
- Improve Victoria Road /Warwick Road junction by reducing junction widths, providing new gateway features, such as road markings, build outs, coloured surfacing, signage, planting, and speed tables,

- to enforce 20mph speed limit.
- Provide dog waste bins along the route.

WR4 / Botchergate & London Road

- Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling.

WR5 Currock Street & Currock Road

- Incorporate placemaking and landscaping which could include planting trees and greenery along Currock Road and providing more litter bins.
- Improve Nelson Bridge underpass by providing better lighting and repainting it.
- Pavement widening, particularly between Crown Street and Currock Rd.
- More frequent crossing points between the east and west side of Currock Road and Blackwell Road.
- Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling.
- Improvements to the Henderson Road / Blackwell Road junction.
- Remove unnecessary guardrail.

WR6 Dalston Road

Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling.

- Pavement parking is common practice in the area. Parking will be formalised where there is space for both pavement parking and pedestrians. Where there is not parking space controls will be introduced or pavements widened to incorporate parking spaces.
- Extend the pavement on the western side of Dalston Rd between the cemetery and Cummersdale Road to the new housing site.
- Improve pavement evenness by resurfacing or replacing cracked paving slabs in localised areas.

WR7 Wigton Road

- Widen the pavement, particularly the west side of Wigton Road between Glaramara Drive and Orton Road.
- Repaint the centre line of shared-use path between Glaramara Drive and Orton Road as line is fading.
- Resurface pavement, where pavement surface is eroding.
- Cut back overgrown vegetation that limits the pavement width.
- Improve bus stops 'maintenance along the route by providing waiting facilities and tactile paving for ease of crossing.

WR8 Route through Heysham Park

- Resurface path in Sandsfield Park to be consistent with surfacing in Heysham Park.
- Widen footway in Sandsfield Park.
- Provide a formal path with consistent surfacing between Parham Grove and Dobinson Road.
- Provide a formal path with consistent surfacing in the field with a basketball court, east of Heysham Park.
- Deliver elements of placemaking and improve visibility, which could include improvement of lighting, bins and seating areas in Sandsfield Park and the field with a basketball court.
- Widen entranceways and improve access in to Heysham Park.
- Widen or replace bridge at Coalfell Avenue in Sandsfield Park.

- Provide railings at the bridge over Parham Beck (section east of Coalfell Avenue and west of Dobinson Road) to increase safety.
- Cut back low hanging vegetation from trees.

WR9 Newtown Road

- Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling.
- Provide and position signage in better locations so that it does not encroach on pedestrians.
- Widen pavement along section from the hospital to Church Street roundabout.
- Improve pavement evenness by resurfacing or replacing cracked paving slabs in localised areas.
- Pavement parking is common practice in the area. Where there is insufficient space, parking controls can be introduced, or pavements widened to incorporate parking spaces.

CWZ1 Carlisle City Centre

- Deliver placemaking/landscaping elements such as improving space around tree pits (planting, tree pit surfacing, clearing), planting trees along Lowther Street, and providing more litter bins.
- Provide dog waste bins along the route.
- Provide additional crossing points, for example at West Tower Street and Market Street junction.
- Provide pavement along the east side of Market Street.
- Widen pavement where possible, for example along West Walls and Blackfriars Street.
- Explore opportunities to improve pedestrian security and safety at Market Hall bus station, West Walls, Blackfriars Street.
- Remove unnecessary guardrail.
- More in-depth review of existing pedestrian wayfinding and signage provision and identify opportunities to improve.

Risks

3.1 At this stage there are no detailed scheme designs or cost estimates so there are no specific risks associated with these areas of the project. Extensive consultation has and is taking place, and this should ensure that the final LCWIP represents the views of the community. The LCWIP is also a living document which will be regularly reviewed and amended to take into account changes in expectations and funding.

Consultation

4.1 The projects described in this report have involved extensive consultation with partner organisations, with the public and other interested organisations. Regarding the LCWIP a public consultation is currently underway, and members of this panel are invited to submit comments. This consultation is a follow-up to the consultation undertaken in Spring 2021 and offers a final opportunity for you to feedback on our proposals, prior to finalising the LCWIP.

Corporate Implications:

Legal -

Property Services -

Finance -

Equality -

Information Governance-



Have your say

A final opportunity for you to feedback on our proposals for a Local Cycling and Walking Infrastructure Plan (LCWIP) for Carlisle

Public Consultation from:
5 November 2021 to 26 November 2021

For more details and links to the questionnaire please visit:
cumbria.gov.uk/cyclingandwalking

Carlisle Cycling and Walking Follow-up Consultation



Purpose of the consultation

We are developing a Local Cycling and Walking Infrastructure Plan (LCWIP) for Carlisle to identify and prioritise the improvements needed to make everyone feel confident they can walk or cycle.

This consultation is a follow-up to the consultation undertaken in Spring 2021 and offers a final opportunity for you to feedback on our proposals, prior to finalising the LCWIP.

We want your feedback to make the Local Cycling and Walking Infrastructure Plan the best it can be.

Please take the time to get involved, read this consultation document and provide your feedback. You can respond to this consultation in a number of ways:

- Respond online at **cumbria.gov.uk/cyclingandwalking**
- Complete and return the questionnaire at the end of this document to: FREEPOST CUMBRIA COUNTY COUNCIL.
- Attend one of our public consultation drop in events.

For further details on consultation document collection points and our drop in events please visit **cumbria.gov.uk/cyclingandwalking**

Please respond by Friday 26 November 2021.

Background

Cumbria County Council and Carlisle City Council are working together with a shared ambition to increase cycling and walking in the Carlisle area. Cycling and walking is good for our health and wellbeing, the environment, and the local economy.

In 2020, the government released 'Gear Change: A Bold Vision for Cycling and Walking'. This document sets out a vision for a travel revolution in England's streets, towns and communities. It was recognised that the potential benefits of cycling and walking more were huge and could *'help tackle some of the most challenging issues we face as a society; improving air quality, combatting climate change, improving health and wellbeing, addressing inequalities and tackling congestion on our roads'*.

The implementation of good quality cycling and walking infrastructure is key to getting more people to walk and cycle. A large proportion of residents within Carlisle live and work within the City and its compact nature creates ideal conditions for cycling and walking.

As part of our partnership working, we are developing a Local Cycling and Walking Infrastructure Plan (LCWIP) for Carlisle. The LCWIP will identify and prioritise the main routes and core walking zones for improvement. Having a clear plan for cycling and walking will enable the Council to secure funding to deliver improvements through bids for central government funding and developer contributions. Future delivery of the improvements however, will be dependent on the funding being secured.

We consulted on our draft priority cycling networks for Carlisle in Spring 2021 and wish to thank everyone who provided their feedback. Your comments have enabled us to develop our proposals further and we present the amended cycling and walking priority networks in this consultation document.

Local Cycling and Walking Infrastructure Plans (LCWIP)

The LCWIP will set out a high-level approach for how we can encourage more people to make journeys on foot or by bike, by creating a safe, integrated and well linked network of walking and cycling routes. It will focus on the everyday **shorter journeys** undertaken within and to urban areas; journeys such as to work or school. It is designed to facilitate a long-term approach to the development of cycling and walking networks but it is also a document that can be revised and updated throughout its 10-year lifespan to reflect changing priorities.



The LCWIP will provide:

- Plans of the **proposed priority networks** showing the most important routes and zones for further development, targeting **short journeys** (to school, work etc).
- A prioritised **programme of infrastructure improvements** for future development.
- A LCWIP **report setting out the evidence and work completed** to support the development of the Plan.
- A **basis for securing government funding** or developer contributions.



The LCWIP will not provide:

- **Exact details** of the improvements on each route (these details will be developed as funding comes forward and will be subject to further consultation).
- **Specific timeframes** for when routes will delivered.
- **Guaranteed funding** for delivery, although it will put us in the best possible position to secure funding.
- Network planning for **long distance** routes.



Development of the LCWIP

The development of the LCWIP for Carlisle has followed a six stage process.

1

Determining Scope

Establishing the area the LCWIP will cover.

2

Information Gathering

Identify existing and potential future travel patterns by looking at where people travel from and to. Review the existing conditions and identify barriers that might prevent people from cycling and walking.

3

Network Planning for Cycling

A process of mapping all the potential places where people move to and from, such as residential areas, schools, shopping streets and industrial estates. Identify how well the current routes connect these places.

4

Network Planning for Walking

Identify the main places where people gather and walk around, such as town centres, shopping or industrial estates, or education sites. Look at how well connected these are by existing routes, and undertake analysis to understand which routes might have the highest number of people using them.

5

Prioritising Improvements

Process to understand which routes may be at or close to standard, and which require improvement. Working with stakeholders to understand which routes might be most deliverable, and develop a list of improvements that could be built over the next 10 years should funding become available.

6

Integration and Application

Integrate LCWIP outputs into local planning and transport policies, strategies and delivery plans. The LCWIP is then published on our website as a live document.

LCWIP Development Timeline

Development of the LCWIP is being undertaken in accordance with the timeline outlined here.

Summer 2020 - Spring 2021

Information Gathering (Stage 1-5)
Evidence review and identification of draft priority cycling network.

Spring 2021 - Spring 2022

Spring	Summer	Autumn	Winter	Spring
First Public Consultation	Updated Networks (Stage 3-5)	Second Public Consultation	Update LCWIP (Stage 5)	Final LCWIP (Stage 6)
Consultation on draft priority cycling network and request for feedback on where walking improvements are needed.	Updated priority network for cycling and identification of improvements. Priority network and improvements for walking.	Consultation on the latest LCWIP plans for cycling and walking before finalising the LCWIP.	Use the consultation feedback to make any final amendments to the LCWIP.	10 year plan for cycling and walking.
		We are here		

Spring 2022 - Spring 2032

Funding	Delivery
Use the LCWIP to assist in securing funding for delivery.	Delivery of improvements (subject to funding).

LCWIP - A live document that should be regularly reviewed and updated to reflect any changes in priorities.



Area covered by the LCWIP

The study area for the Carlisle LCWIP is based on the district boundary, however, the focus is on the urban area of Carlisle where there is the greatest potential to get more people cycling and walking for short journeys. Connections to nearby communities have also been considered as part of the development of the Plan.

Information gathering and network planning

A comprehensive evidence gathering exercise has been undertaken to inform the development of the Plan, including public consultation in May 2021. This has helped us to understand where people want to go and what the current barriers are, preventing them from doing so.

Priority networks for cycling and walking around Carlisle have been identified. These are made up of existing and new or improved routes and have been developed from a review of the evidence and feedback from the consultation.



You said, we did

During our consultation on the draft priority networks for Carlisle in Spring 2021 you provided us with some useful feedback on our proposals. We have tried to incorporate your comments in our latest proposals. A summary of those changes is provided below.

Theme	You said...	We did...
Connectivity	Lack of cycle connectivity between Brampton and Carlisle.	A link to Brampton has been included. This is currently via the NCN. Feasibility work is ongoing to identify how this could be improved.
	Re-open the Waverley line and viaduct as a cycle / walking route.	A route over the Waverley Viaduct has been included. Further feasibility work is required to identify how connections to this route could be provided.
	Poor, indirect connections to the city centre and railway station.	New direct routes are proposed, including access to the railway station. From the south this includes two options; one on Lancaster Street and one on Botchergate.
	Existing network is disjointed / poor interconnectivity between routes.	The existing network will be significantly extended through the priority network plan. All routes will be cohesive and will provide a continuous network for cycling.
	Improved connectivity needed across the River Eden.	A number of improvements are proposed, including routes that use Eden Bridge and the Waverley Viaduct. Further feasibility work and engagement with landowners is required.
Crossings	Improved pedestrian priority is needed at crossings and junctions.	Crossings and junctions will be considered in more detail once funding becomes available. Subject to funding, all routes will be improved in line with the latest guidance, promoting access for users of all abilities.
Safety	Safety issues on major routes into Carlisle (London Rd, Warwick Rd, Eastern Way and Dalston Rd).	Where routes are improved this will be undertaken in line with the latest guidance, promoting inclusivity and access for users of all abilities. This should significantly improve safety where issues are identified.
	Issues with maintenance of existing routes.	All new routes will be designed with long-term maintenance in mind. Resurfacing on existing routes that lie on the priority network is included.
	Need to ensure a footway is present on major walking routes.	Subject to funding, all routes on the map will be improved in line with the latest guidance, promoting inclusivity and access for users of all abilities.
Traffic	Not in favour of shared use paths, as potential to create conflicts between pedestrians and cyclists.	The latest design guidance sets out a principle that bicycles should be segregated from pedestrians on main routes.
	Need to segregate walking, cycling and motor vehicles from each other.	The latest design guidance sets out when walkers, cyclists and motor vehicles should be segregated from each other, to reduce conflict and ensure all users can safely travel, especially on the busiest routes.



Delivery of cycling and walking improvements

Delivery of the plan is subject to securing funding. Some funding has already been secured for delivery of the LCWIP and we are exploring other opportunities such as government funding for active travel and place based investment. In Carlisle this includes:

- Provision as part of the Carlisle Southern Link Road (CSLR) by Spring 2024.
- Improvements to cycling and walking connectivity in the city centre as part of the Carlisle Station Project (Borderlands Inclusive Growth Deal) and Southern Gateway Project (Carlisle Town Deal, subject to business case approval).
- Cycling improvements from DfT Active Travel funding (subject to funding confirmation).
- Investment in improved cycle storage at Carlisle Station.

Local Cycling and Walking Network

The Carlisle LCWIP seeks to build on the vision for St Cuthbert's Garden Village to create low carbon neighbourhoods including development of an integrated cycling and walking network to provide excellent sustainable transport connections and environments that make active travel the most attractive method for getting from A to B. Furthermore, the St Cuthbert's Garden Village masterplan seeks to preserve and enhance the distinctive landscape of the River Caldew and River Petteril and promotes using these river corridors for walking and cycling together with a new 'Greenway' to connect the new Garden Village and existing communities with the city centre.

The LCWIP seeks to reflect this vision by making the most of Carlisle's natural assets using the three river corridors to provide a largely off-road green network for pedestrians and cyclists to connect residential areas with the city centre and education cluster, creating an attractive environment, for both commuting and leisure. This network is shown highlighted in yellow on the Priority Cycling Network Plan.

It is believed that this network has potential to create a '20 minute neighbourhood'. The idea of the 20 minute neighbourhood has grown in interest since the Covid-19 pandemic put a spotlight on the importance of the liveability of where we live. The concept is based on creating a compact and connected neighbourhood where people can meet their everyday needs within a short walk or cycle with potential for multiple benefits including boosting local economies, improving people's health and well-being and increasing social connections in communities and tackling climate change.

Priority Cycling Network Plan

The proposed Priority Cycling Network Plan to be included in the LCWIP is shown on page 10 and 11 of this document, and an inset of the city centre is shown adjacent.

The network has been designed to prioritise connectivity into the city centre in order to increase active travel and reduce car journeys with Carlisle Station being a central cycle hub with provision of a new cycle parking facility, from which to access the city centre. The education cluster around Carlisle College and the secondary schools provides another important destination. Another key influence on the routes selected for the priority network is access to employment, including the hospital, Kingmoor Park/Kingstown and the city centre as significant locations of employment. In addition, connectivity from the St Cuthbert's Garden Village to the south is critical to the LCWIP given the importance of cycling and walking connectivity to realising the low carbon ambitions for the proposed new settlements.

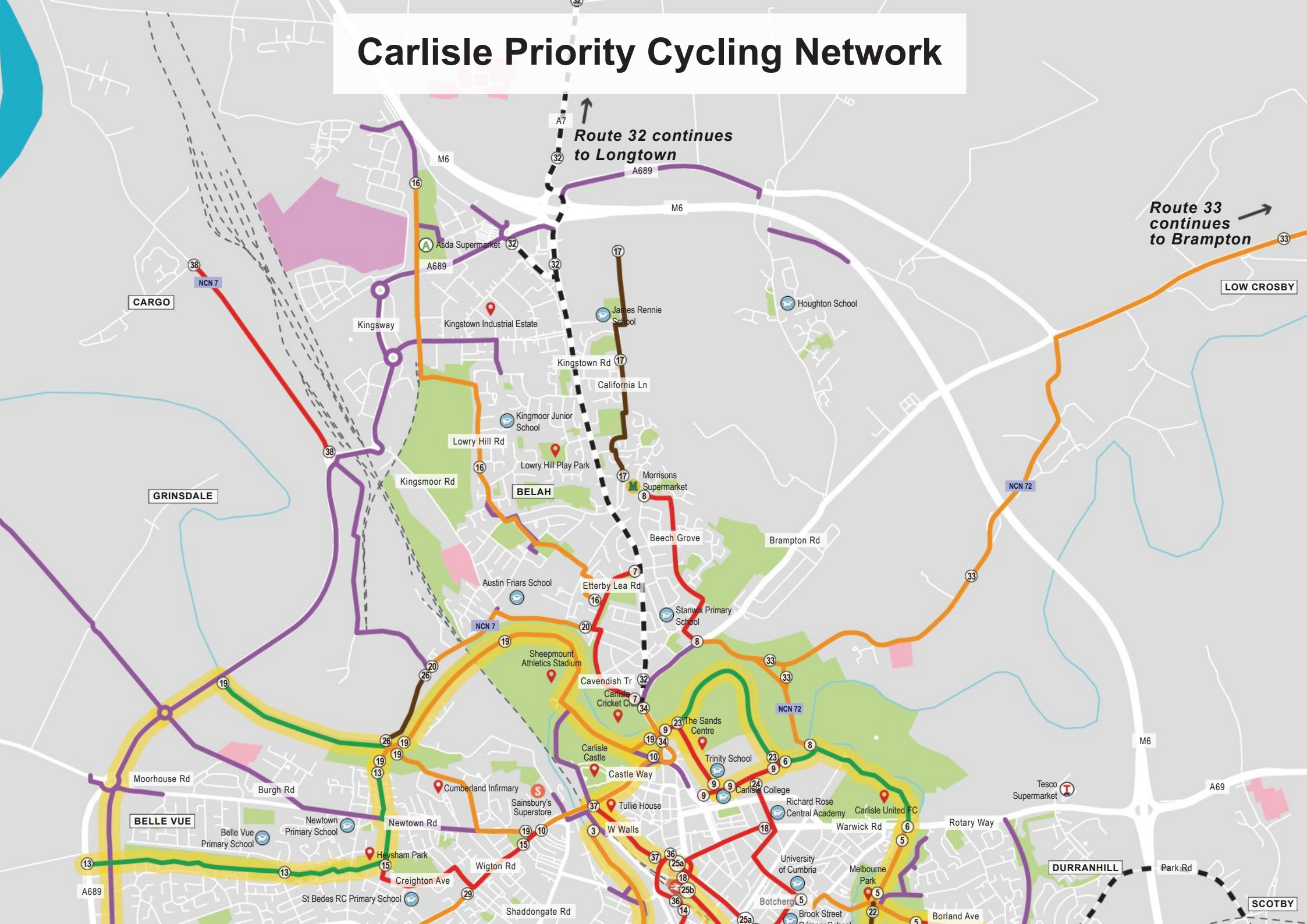
The network presented provides key connections along or adjacent to the main routes into Carlisle, recognising that it is not possible to connect everywhere, the Plan focuses on the most important routes to secure funding for. The network provides a combination of cycling infrastructure along the main routes into the city as well as alternative routes using the river corridors and quieter roads to create an integrated walking and cycling network. The combination of new cycling routes and improvements to existing routes, alongside existing provision, will provide a coherent, direct, safe, comfortable and attractive cycle network for Carlisle.

The routes have been developed taking into account updated guidance on Cycle Infrastructure Design. The new standards of design are much higher than in the past and look to include cycle provision that is physically protected from traffic, as well as the separation of pedestrians and cyclists on main routes.

Carlisle City Centre Priority Cycling Network



Carlisle Priority Cycling Network





To Wetheral →

KEY

- Current Allocated Housing Site
- Green Space
- Schools / Colleges
- River
- NCN 7 National Cycle Network
- Current Allocated Employment Sites
- Railway Station
- Railway Line
- St Cuthbert's Garden Village

- New infrastructure to be provided on highway
- Existing cycle route (improvement planned to comply with guidance)
- Existing bridleway / PROW
- New infrastructure to be provided on third party land
- Existing cycle route (no improvement planned)
- Long-term aspirations
- Local Cycling and Walking Network

See pages 12-13 for details of route numbers



Priority Cycling Network Plan

The schemes shown on the Priority Cycling Network Plan are listed in the table below. These schemes are not listed in order of priority and their delivery will be dependent on securing funding.

Intervention Type

- New infrastructure to be provided on the highway
- New infrastructure to be provided on third party land
- Existing cycleway (improvement planned to comply with new design guidance)
- Existing bridleway / Public Right of Way (PRoW)

ID	Route Name	Route Description	Intervention type			
1	Carlisle Southern Link Road	A new link road to the south of Carlisle connecting in the Garden Village, incorporating cycling and walking provision.				
2	St Cuthbert's Garden Village (Durdar to Blackwell)	Connections to Currock and Upperby and to the Garden Village. To include a segregated cycleway. Also includes a spur onto NCN 7.				
3	Hammonds Pond to Castle Way	An existing route. Improvements to the width and surface, along with traffic calming measures.				
4	Carleton to Blackwell Road	Connection from Carleton and the nearby Garden Village to Blackwell Road and St Nicholas Bridges.				
5	Carleton to Warwick Road	Connection from Carleton to Warwick Road via Melbourne Park. Mixture of new provision including segregated cycleway.				
6	Warwick Road to Strand Road	Warwick Road to Strand Road, to the back of Carlisle United. Link to education facilities.				
7	Knowefield Avenue to Cavendish Terrace	Residential connection avoiding Kingstown Road. To include traffic calming measures and improvements to crossing points.				
8	Morrison's to Hadrian's Cycleway & Strand Road	Residential connection via Lansdowne Crescent, Beech Grove and Rickerby Park, avoiding Kingstown Road. A mixture of segregated cycleway and upgrades to existing facilities.				
9	Sands Centre to Strand Road	A quiet alternative to Georgian Way / Hardwicke Circus Roundabout. Includes segregated cycleway and upgrades to existing cycleway.				
10	Castle Way	Connection from Hardwicke Circus to McVitie's. To include a segregated cycleway.				
11	Denton Holme to Cummersdale - Caldew River	Denton Holme to Cummersdale connection along the Caldew Cycleway NCN7 and linking to the A689 to the west and the greenway to the east. Improvements to the existing shared use facility Where applicable.				
12	Dalston Road to Caldew Cycleway	Connection from Dalston Road to the Caldew Cycleway NCN7. Off road route.				
13	Belle Vue to Engine Lonning	A quiet alternative to Newtown Road and Moorhouse Road. Connection alongside Parham Beck and through Heysham Park.				
14	Rome Street	Link from Currock to Carlisle Railway Station via Rome Street. On road route to include traffic calming measures.				
15	Heysham Park to City Centre	Link from Heysham Park to McVitie's. To include a mixture of segregated and traffic calming measures.				
16	Kingmoor Park to Etterby Lea Road	Quiet alternative to Kingstown Road, using a network of quieter streets and an existing cycleway. Upgrades to existing and traffic calming measures.				
17	California Lane to Morrison's	Quiet alternative to A7 Kingstown Road, using a network of quieter streets. To include a mixture of segregated cycleway and traffic calming measures.				

Carlisle Cycling and Walking Follow-up Consultation

ID	Route Name	Route Description	Intervention type			
18	Warwick Road - Lismore Street to Carlisle Railway Station	Connection from the city centre to educational facilities. To include a segregated cycleway.	Red	Brown	Orange	Green
19	Upgrade to NCN72 and City Centre Link	Upgrades to NCN72 on Newtown Road between McVitie's and Infirmary Street. Quieter alternative via Infirmary Street, Willowholme and the Sheepmount. Links to Route 26 Waverley Bridge and CNDR. Segregated cycleway, traffic calming and off road cycleway.	Red	Brown	Orange	Green
20	Etterby Road / Scour	Upgrades to the existing on road cycleway. Traffic calming measures.	Red		Orange	
21	Hilltop Link	Off road link from London Road onto Route 4 via the existing PRow. Improvements to surfacing.				Green
22	London Road to Melbourne Park	Link from London Road to Melbourne Park. Connection to Route 21. Off road cycleway.		Brown		
23	Sands Centre to Strand Road via Catholic Lonning	Off road cycleway connecting the Sands Centre to Strand Road. Improvements to surfacing.				Green
24	Education Cluster Connection (from London Road)	Connection to the education cluster from London Road via Grey Street, Fusehill Street, Aglionby Street and Lismore Street. On road route to include improvements to the existing cycleway and traffic calming measures.	Red		Orange	
25a	Botchergate and English Street	Main direct route into the city centre from the south east. Improvements to existing cycle route and creation of a segregated cycle route.	Red			
25b	Carlisle Railway Station to London Road (via Lancaster Street)	Link from Carlisle Railway Station using Lancaster Street, Albion Street, St Nicholas Street and Woodrouffe Terrace to access London Road. Combination of segregated cycleway and traffic calming measures.	Red			
26	Waverley Bridge crossing	Connection over the River Eden via the Waverley Viaduct. New off road connection to Etterby Road.		Brown		Green
27	Eastern Way (London Road to Durranhill Road)	Improvements to the existing shared use path on Eastern Way.			Orange	
28	London Road	Main direct route into the city centre from the south east. Improvements to existing cycleway and creation of a segregated cycleway.	Red		Orange	
29	Wigton Road	Main direct route into the city centre from the south west. Improvements to existing cycleway and creation of a segregated cycleway.	Red		Orange	
30	Carlisle Southern Link Road - NCN Link	Cycling and walking link from the CSLR onto the existing NCN Route 7.	Red			
31	Carlisle to Wetheral	Aspirational link to Scotby and Wetheral, subject to further feasibility.	Red	Brown		
32	Carlisle to Longtown via A7	Aspirational link to Longtown, subject to further feasibility.	Red			
33	Carlisle to Brampton	Currently via the NCN. Feasibility work is ongoing.	Red		Orange	
34	Eden Bridge	Improvements to the existing shared use route.	Red		Orange	
35	St Nicholas Street	Link on St Nicholas Street. Segregated cycleway.	Red			
36	Victoria Viaduct	Link from James Street to the Victoria Viaduct via Water Street. To include a new access point to Carlisle Station.	Red	Brown		
37	West Walls	Victoria Viaduct to Annetwell Street and Castle Way via West Walls. Traffic calming measures.	Red			
38	Cargo Cycleway	Cycleway on the C1016 Cargo straight from Cargo junction connecting to the Stainton roundabout of the A689.	Red			



Examples of the different types of improvement that could be delivered are shown below.



One way segregated cycleway.



Lightly segregated cycleway.



Two way segregated cycleway.



Traffic calming.



On road segregated (stepped) cycleway.



Traffic free.

Core Walking Zones and Primary Routes

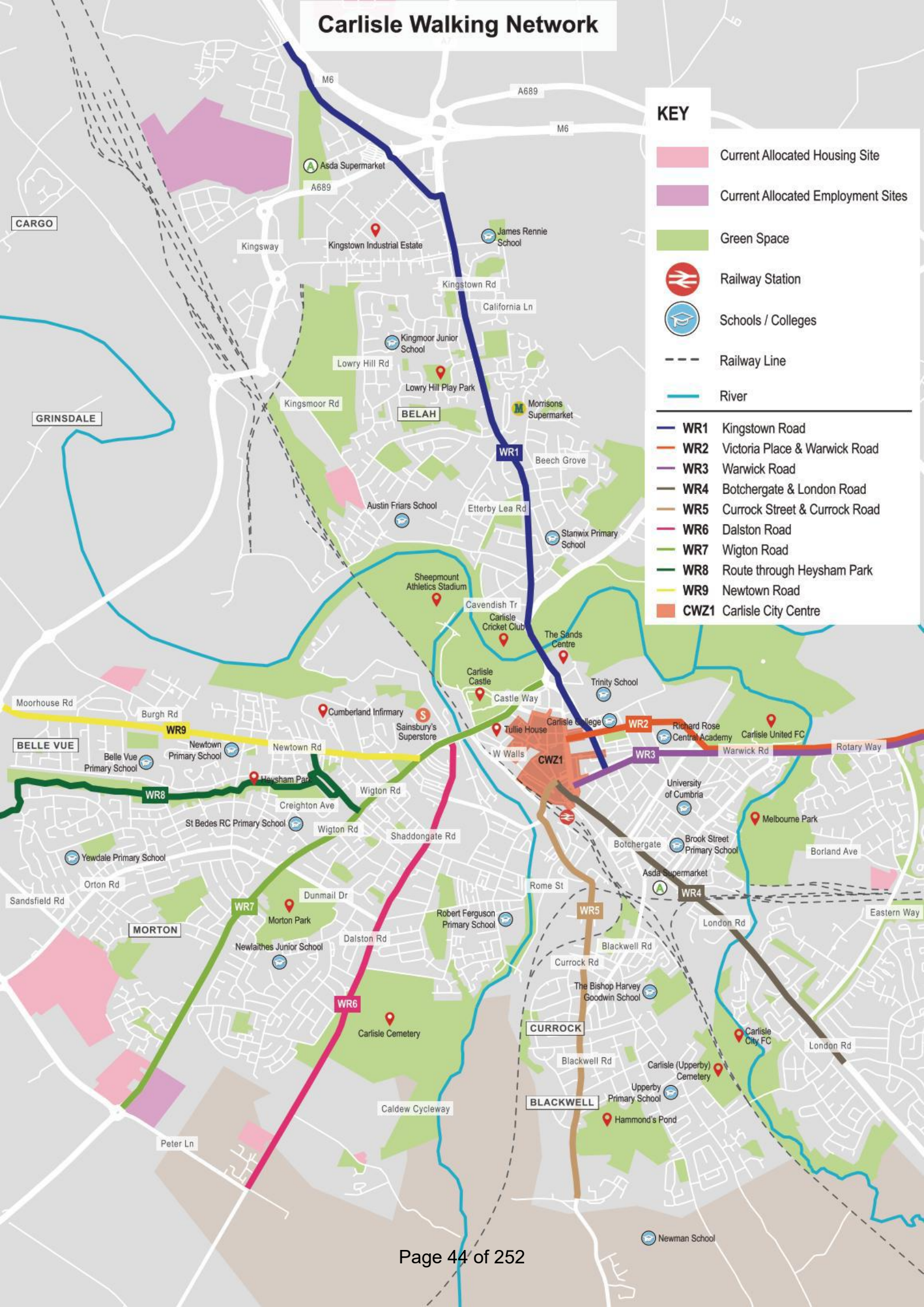
The local cycling and walking network highlighted in yellow on the Priority Cycling Network Plan, will provide local connectivity across the City for walking and cycling. This will complement the primary existing walking routes into the City Centre.

Core Walking Zones are areas with the highest potential for footfall such as town centres and employment areas. As part of the LCWIP, we have identified Core Walking Zones across the study area, along with primary routes linking into those Core Walking Zones. Primary routes are those that are generally the most direct and have the highest usage. Improvements have then been identified and include: new or enhanced road crossings; better quality public spaces and paths; and the provision of dedicated and separated space for walkers.

Improvements have been identified for the Carlisle City Centre Walking Zone (CWZ1) and connecting primary routes. These are shown on the plan adjacent and summarised on page 16 and 17 of this document.

Throughout the lifespan of the LCWIP, improvements will be identified for the remaining Core Walking Zones and connecting primary routes across the LCWIP area.

Carlisle Walking Network



KEY

- Current Allocated Housing Site
- Current Allocated Employment Sites
- Green Space
- Railway Station
- Schools / Colleges
- Railway Line
- River

- WR1** Kingstown Road
- WR2** Victoria Place & Warwick Road
- WR3** Warwick Road
- WR4** Botchergate & London Road
- WR5** Currock Street & Currock Road
- WR6** Dalston Road
- WR7** Wigton Road
- WR8** Route through Heysham Park
- WR9** Newtown Road
- CWZ1** Carlisle City Centre



Priority Core Walking Zone

The interventions identified on key routes into and within the Carlisle City Centre Priority Core Walking Zone are listed in the table below. The locations are not listed in order of priority and their delivery will be dependent on securing funding.

ID/Zone	Route Description (inc intervention type)
WR1 / Kingstown Road	<ul style="list-style-type: none"> • Introduce more crossing points between the east and west side of Kingstown Road. • Improve junctions along Kingstown Road. • Widen pavement to make it consistent throughout the route, particularly at the north sections (Along Parkhouse Road and Kingstown between Carlisle Northern Development Route and Morrison's) where footway width reduces. • Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling. • Improve pavement evenness by resurfacing or replacing cracked paving slabs in localised areas.
WR2 Victoria Place & Warwick Road	<ul style="list-style-type: none"> • Provide additional crossing points in proximity to Carlisle College and Richard Rose Central Academy along Victoria Place. • Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling. • Improve Montgomery Way / Warwick Road junction by changing signal timings to reduce pedestrian wait time, providing upgraded signalised crossing points. Studies to be undertaken to understand what pedestrian improvements can be made. • Improve Victoria Road / Warwick Road junction by reducing junction widths and providing new gateway features such as road markings, build outs, coloured surfacing, signage, planting, and/or speed tables, to enforce 20mph speed limit.
WR3 Warwick Road	<ul style="list-style-type: none"> • Pavement parking is common practice in the area. Parking can be formalised where there is space for both pavement parking and pedestrians. Where there is not space parking controls can be introduced or pavements widened to incorporate parking spaces. • Improve pedestrian priority at side streets including tactile paving and dropped kerbs. • Improve Montgomery Way / Warwick Road junction by changing signal timings to reduce pedestrian wait time, providing signalised crossing points and/or fewer pedestrian islands, widening pedestrian islands, reducing junction widths, and removing or improving guardrail. Studies to be undertaken to understand what pedestrian improvements can be made. • Improve Victoria Road / Warwick Road junction by reducing junction widths, providing new gateway features, such as road markings, build outs, coloured surfacing, signage, planting, and speed tables, to enforce 20mph speed limit. • Provide dog waste bins along the route.
WR4 / Botchergate & London Road	<ul style="list-style-type: none"> • Where possible, side street treatments will be introduced to to make crossing easier for people on foot and wheeling.
WR5 Currock Street & Currock Road	<ul style="list-style-type: none"> • Incorporate place making and landscaping which could include planting trees and greenery along Currock Road and providing more litter bins. • Improve Nelson Bridge underpass by providing better lighting and repainting it. • Pavement widening, particularly between Crown Street and Currock Rd. • More frequent crossing points between the east and west side of Currock Road and Blackwell Road. • Where possible, side street treatments will be introduced to make crossing easier for people on foot and wheeling. • Improvements to the Henderson Road / Blackwell Road junction. • Remove unnecessary guardrail.

ID/Zone	Route Description (inc intervention type)
WR6 Dalston Road	<ul style="list-style-type: none"> • Where possible, side street treatments will be introduced to to make crossing easier for people on foot and wheeling. • Pavement parking is common practice in the area. Parking will be formalised where there is space for both pavement parking and pedestrians. Where there is not space parking controls will be introduced or pavements widened to incorporate parking spaces. • Extend the pavement on the western side of Dalston Rd between the cemetery and Cummersdale Road to the new housing site. • Improve pavement evenness by resurfacing or replacing cracked paving slabs in localised areas.
WR7 Wigton Road	<ul style="list-style-type: none"> • Widen the pavement, particularly the west side of Wigton Road between Glamara Drive and Orton Road. • Repaint the centre line of shared-use path between Glaramara Drive and Orton Road as line is fading. • Resurface pavement, where pavement surface is eroding. • Cut back overgrown vegetation that limits the pavement width. • Improve bus stops' maintenance along the route by providing waiting facilities and tactile paving for ease of crossing.
WR8 Route through Heysham Park	<ul style="list-style-type: none"> • Resurface path in Sandsfield Park to be consistent with surfacing in Heysham Park. • Widen footway in Sandsfield Park. • Provide a formal path with consistent surfacing between Parham Grove and Dobinson Road. • Provide a formal path with consistent surfacing in the field with a basketball court, east of Heysham Park. • Deliver elements of place making and improve visibility, which could include improvement of lighting, bins and seating areas in Sandsfield Park and the field with a basketball court. • Widen entrance ways and improve access in to Heysham Park. • Widen or replace bridge at Coalfell Avenue in Sandsfield Park. • Provide railings at the bridge over Parham Beck (section east of Coalfell Avenue and west of Dobinson Road) to increase safety. • Cut back low hanging vegetation from trees.
WR9 Newtown Road	<ul style="list-style-type: none"> • Where possible, side street treatments will be introduced to to make crossing easier for people on foot and wheeling. • Provide and position signage in better locations so that it does not encroach on pedestrians. • Widen pavement along section from the hospital to Church Street roundabout. • Improve pavement evenness by resurfacing or replacing cracked paving slabs in localised areas. • Pavement parking is common practice in the area. Where there is insufficient space, parking controls can be introduced, or pavements widened to incorporate parking spaces.
CWZ1 Carlisle City Centre	<ul style="list-style-type: none"> • Deliver placemaking/landscaping elements such as improving space around tree pits (planting, tree pit surfacing, clearing), planting trees along Lowther Street, and providing more litter bins. • Provide dog waste bins along the route. • Provide additional crossing points, for example at West Tower Street and Market Street junction. • Provide pavement along the east side of Market Street. • Widen pavement where possible, for example along West Walls and Blackfriars Street. • Explore opportunities to improve pedestrian security and safety at Market Hall bus station, West Walls, Blackfriars Street. • Remove unnecessary guardrail. • More in-depth review of existing pedestrian wayfinding and signage provision and identify opportunities to improve.

Q7 - We would like to build high quality continuous cycling and walking infrastructure that will contribute to a more liveable and sustainable Carlisle. Cycling and walking infrastructure can be difficult to deliver in built up areas where there are competing demands on road space. Would you support walking and cycling improvements when this could mean less space for other road traffic at some locations?

Yes No

Q8 - Do you have any further comments relating to cycling and walking in Carlisle?

Q9 - The Priority Cycling Network plan shows links into the city centre along London Road (28 on the plan) and along a quieter alternative adjacent the River Petteril (4 on the plan). Once we get nearer to the city centre we are considering two options where we could invest in cycle infrastructure to link into Carlisle Railway Station:

Option A: From St Nicholas Gate continuing along Botchergate via the provision of a two-way cycleway separate from pedestrians and vehicles, with links onto Court Square (25A on the plan). This would maintain two way-traffic flow, but would limit the opportunity to enhance the pedestrian environment and in places the footway may need to be reduced to accommodate the cycle lane.

Option B: From St Nicholas Street continuing along Lancaster Street on on-road cycle lanes and onto a new dedicated cycle link through to Court Square (25B on the plan). This option would take cyclists away from Botchergate on a dedicated route with improved lighting, thus providing the opportunity to increase and enhance the pedestrian space on Botchergate.

Do you prefer Option A or Option B? (Select only one answer)

Option A: Botchergate Option B: Lancaster Street Don't know

If you were cycling which of the following would you use? (Please select one)

Option A: Botchergate Option B: Lancaster Street Both I would not use either

Consultation feedback

Did we provide enough information for you to properly respond?

Yes Partially No

Did the questionnaire allow you to express your opinions fully?

Yes Partially No

Thank you for engaging in the consultation.

Feedback from the consultation will be shared on Cumbria County Council's Cycling and Walking web pages and will be used to finalise the LCWIP for Carlisle.



If you require this document in another format (eg CD, audio cassette, Braille or large type) or in another language, please telephone 0300 303 2992

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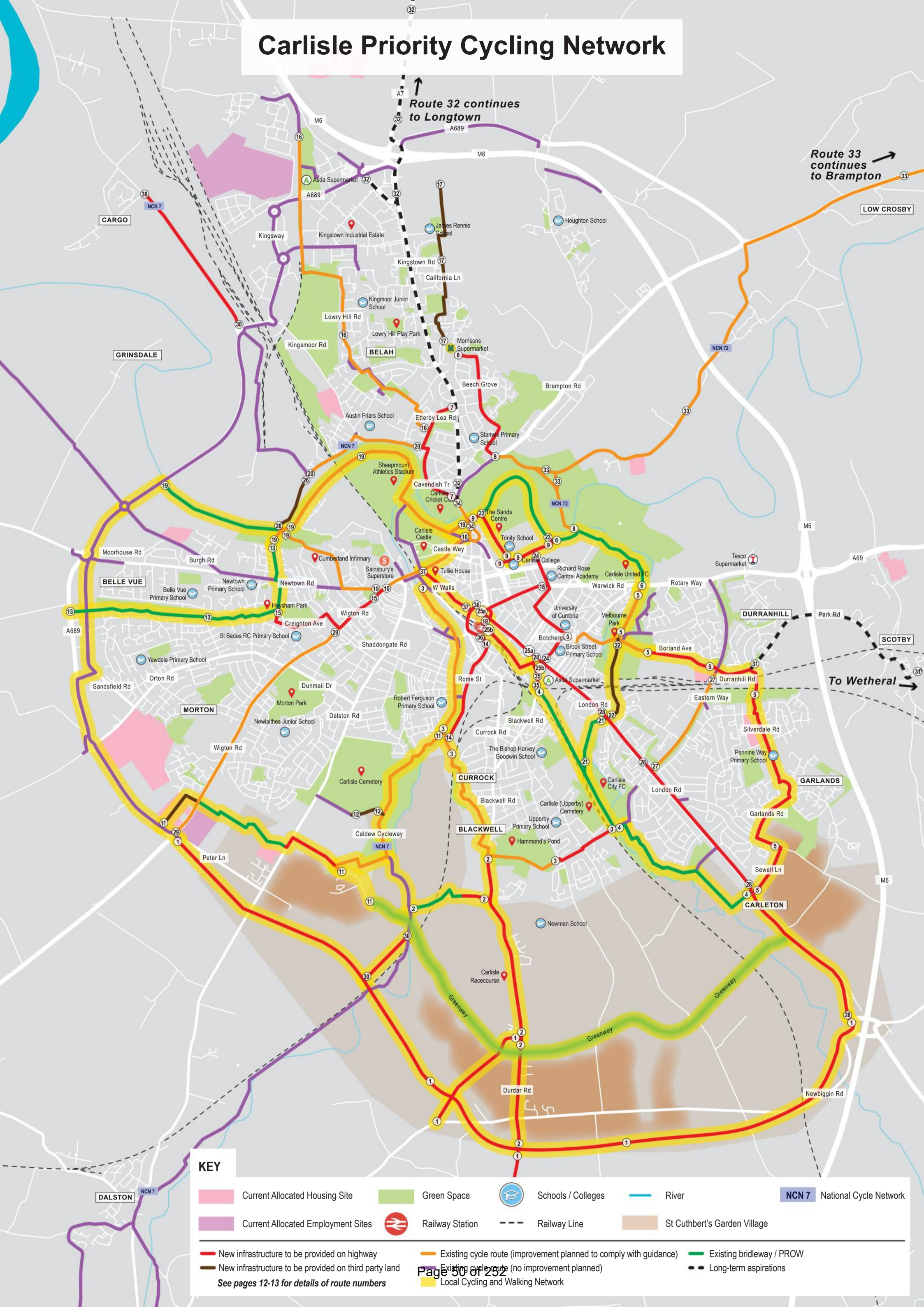
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Carlisle Priority Cycling Network



Route 32 continues to Longtown

Route 33 continues to Brampton

To Wetheral

KEY

- | | | | | |
|---|--|---------------------------|------------------------------|------------------------------|
| Current Allocated Housing Site | Green Space | Schools / Colleges | River | NCN 7 National Cycle Network |
| Current Allocated Employment Sites | Railway Station | Railway Line | St Cuthbert's Garden Village | |
| New infrastructure to be provided on highway | Existing cycle route (improvement planned to comply with guidance) | Existing bridleway / PROW | | |
| New infrastructure to be provided on third party land | Existing cycle route (no improvement planned) | Long-term aspirations | | |
| Local Cycling and Walking Network | | | | |

See pages 12-13 for details of route numbers

Carlisle City Centre Priority Cycling Network



- Railway Station
- Railway Line
- River
- Current Allocated Employment Sites
- New infrastructure to be provided on highway
- New infrastructure to be provided on third party land
- Existing cycle route (improvement planned to comply with guidance)
- Long-term aspirations
- Existing cycle route (no improvement planned)
- Existing bridleway / PROW



Carlisle City Council

Report to Health & Wellbeing

Security Panel

Item A.3

Report details

Meeting Date: 25th November 2021
 Portfolio: Culture, Leisure and Heritage
 Key Decision: Yes: Recorded in the Notice
 Policy and Budget Framework: Yes
 Public / Private: Public

Title: TULLIE HOUSE BUSINESS PLAN 2021–2030 (22/23 revision)

Report of: Deputy Chief Executive
 Report Number: CS 44/21

Purpose / Summary:

This report introduces the update of the Tullie House Museum and Art Gallery Trust 2021/2022 – 2030/31 Business Plan for the 2022/23 financial year (Appendix 1). The purpose of this report is to allow consideration of the Business Plan in order that the Council may in due course agree core funding for the Trust. This is in line with Section 5 of the Partnership Agreement between the Council and Tullie House Trust (THT). This states that the Business Plan submitted by the Trust to the City Council should be used as the basis agreeing future years funding.

Recommendations:

To consider the report and the proposed Business Plan and provide any recommendations to the Executive

Tracking Executive:	
Scrutiny:	
Council:	

Report to Executive

Agenda
Item:

Meeting Date: 25th October 2021
 Portfolio: Culture, Leisure and Heritage
 Key Decision: Yes: Recorded in the Notice
 Within Policy and Budget Framework: Yes
 Public / Private: Public

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

Purpose / Summary:

This report introduces the update of the Tullie House Museum and Art Gallery Trust 2021/2022 – 2030/31 Business Plan for the 2022/23 financial year (Appendix 1). The purpose of this report is to allow consideration of the Business Plan in order that the Council may in due course agree core funding for the Trust. This is in line with Section 5 of the Partnership Agreement between the Council and Tullie House Trust (THT). This states that the Business Plan submitted by the Trust to the City Council should be used as the basis agreeing future years funding.

Recommendations:

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

Tracking

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

1. BACKGROUND

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

2. LOCAL GOVERNMENT REORGANISATION

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

3. CORE GRANT

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

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

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

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

3.3. The total annual payment of funds to THT from the council is made up of the Core Grant, inflation and the market tested costs of services previously provided by the City Council (HR/Payroll/ICT/H&S).

3.4. The Core Grant is agreed as part of the annual budget cycle. The inflationary increase and cost of services calculations are written into the funding agreement.

3.5. Inflation is determined on an annual basis through a formula based upon individual income and expenditure budget heads included within the Tullie House Business Plan rather than on a fixed percentage increase on the core funding.

3.6. The future core grant built into the Council's current Medium-Term Financial Plan assumes the following reductions in core grant in respect of Tullie House Trust.

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

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

4. BUILDING AND COLLECTION FINANCIAL IMPLICATIONS

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

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

Tullie House Museum / Herbert Atkinson House

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

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

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

¹ Staff time as estimated by Finance.

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

5. PROJECT TULLIE & LEASE ARRANGEMENTS

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

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

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

5.4. A key part of achieving this level of external funding support is assuring funders of the security of their investments, in particular the term and extent of any property leases.

5.5. Tullie House is currently occupied on the residue of a 30-year lease from 1 April 2011 at a peppercorn rent with the City Council as Landlord being responsible for repairs. The agreement runs concurrently with the management agreement which also expires on 31 March 2041.

5.6. Given the proposals outlined above, Tullie House Trust now wish to proceed with an extension to their lease term and extend the Tullie House estate to cover Herbert Atkinson House (including the gardens and stable block), and potentially the Castle Street properties (clock tower to Dye Works). The Herbert Atkinson House assets feature strongly in the Project Tullie masterplan and are a part of the levelling up application.

5.7. The Castle Street properties (formerly University of Cumbria teaching assets) are of interest to the Trust and may inform the development of Project Tullie as their masterplan moves from RIBA stages 1 & 2 on to 3 (more detailed design).

5.8. The Council have agreed to progress with the lease negotiations during this financial year and has several options/considerations including:

- Granting Tullie House Trust a broader lease (or separate leases) for the assets outlined above i.e. Tullie House Museum and Art Gallery, part of Herbert Atkinson House, gardens and stable block and the whole or part of Castle Street properties.
- Assessing the appropriate extension of lease (length) and appropriate terms.
- Assessing the appropriate conditions for granting the above lease variations such as being predicated on successfully securing the various funding streams potentially available.
- Should the Partnership Agreement be altered/extended to match any lease extension?

6. TULLIE HOUSE TRUST BUSINESS PLAN

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

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

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

7. CONSULTATION

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

8. CONCLUSION

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

9. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

Contact Officer: Darren Crossley

Ext: 7120

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

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

- None

CORPORATE IMPLICATIONS:

LEGAL –

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

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

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

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

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

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

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

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

EQUALITY –

INFORMATION GOVERNANCE –

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

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



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

Tullie House Business Plan 2021/22 – 2030/31

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

Overview

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

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

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

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

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

Recovery

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

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

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

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

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

Growth

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

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

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

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

Andrew Mackay
Director

1. Introduction: Vision, Mission, Aims and Objectives

1.1 Context: a period of change

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

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

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

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

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

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

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

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

¹ Cumbria Museum Consortium

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

1.2 Vision and Mission

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

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

Its **Mission** is:

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

1.3 Aims and Objectives

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

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

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

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

- **Aim 1: Financial Sustainability**

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

Objective 1: Develop an organisational focus on generating greater earned income (including catering, retail and admissions)

Objective 2: Improve management information so that we can better manage performance

Objective 3: Secure funding to initiate a programme of capital developments designed to generate a significant increase in earned income

Objective 4: Actively increase income from trusts, foundations, individuals and corporates

- **Aim 2: Community Engagement**

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

Objective 5: Focus on developing greater engagement with the Carlisle community

Objective 6: Continue to work with the least engaged groups within Carlisle and the surrounding area

Objective 7: Strengthening our Borderlands offer so that our collections can help people better understand our unique region, Hadrian’s Wall and significance of Carlisle as a destination city

Objective 8: Develop international audiences from China or with communities interested in Chinese culture

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

1.4 Project Tullie: Overview and Objectives

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

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

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

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

People

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

Place

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

Heritage

Revealing and restoring the existing buildings and sharing hidden collections

These themes are founded on:

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

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

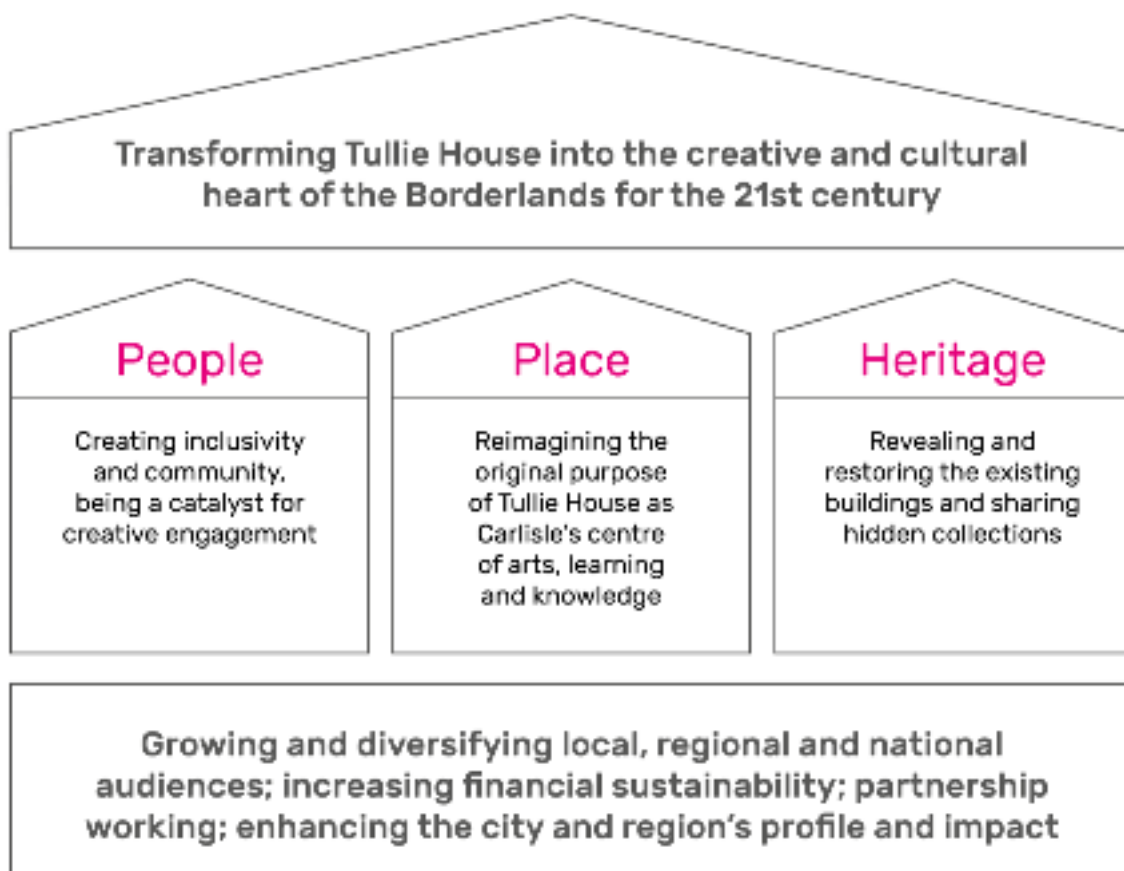


Figure 1
Project Tullie Vision, Outcomes and Foundations

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

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

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

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

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

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

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

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

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

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

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

1.5 Treatment of the Capital Project in the business plan

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

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

1.6 Business Plan KPIs

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

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

Impact of Covid-19

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

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

1.7 Developing our business model: an overview

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Note on capital expenditure

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

1.8 Reserves during the period of the business plan

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

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

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

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

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale

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

Notes on the reserves table

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

2. Context: Audiences and Commercial Overview

2.1 Visitor numbers, market penetration

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

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

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

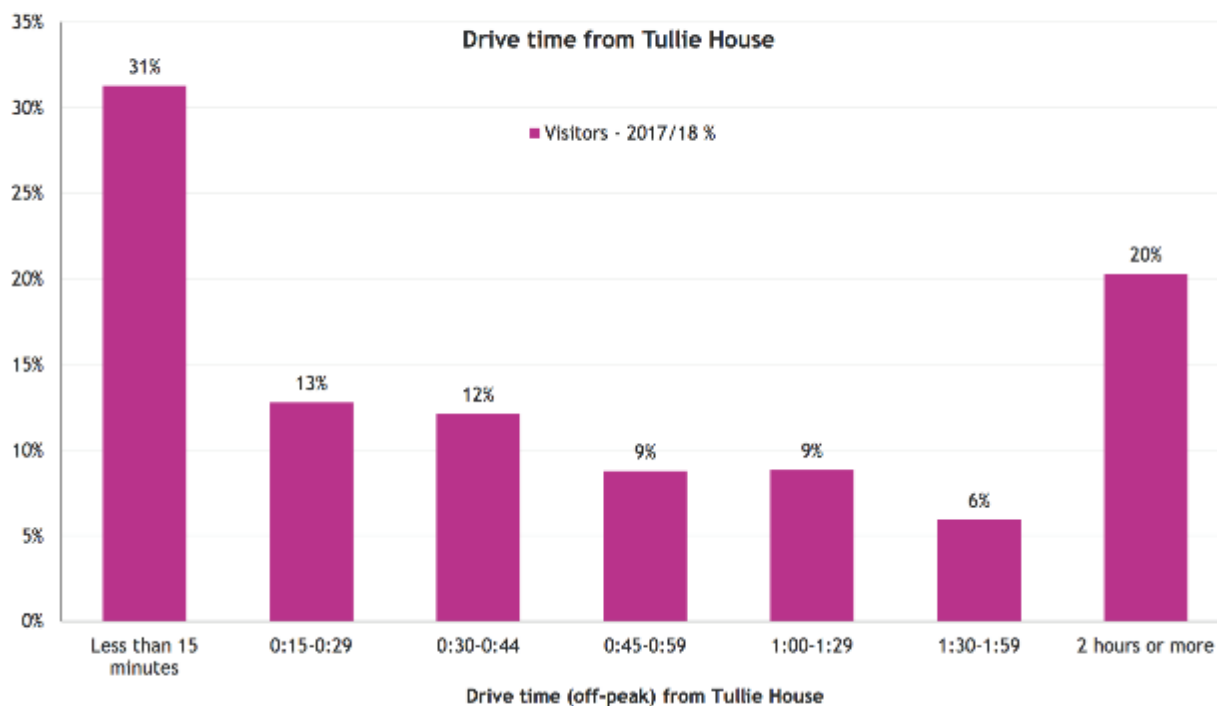
2.1.1 Local visitors

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

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

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

Drivetime



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

Audience breakdown and market penetration, 2017-18

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

2.1.2 Visitors to Carlisle

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

Pinpoint map



Figure 2

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

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

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

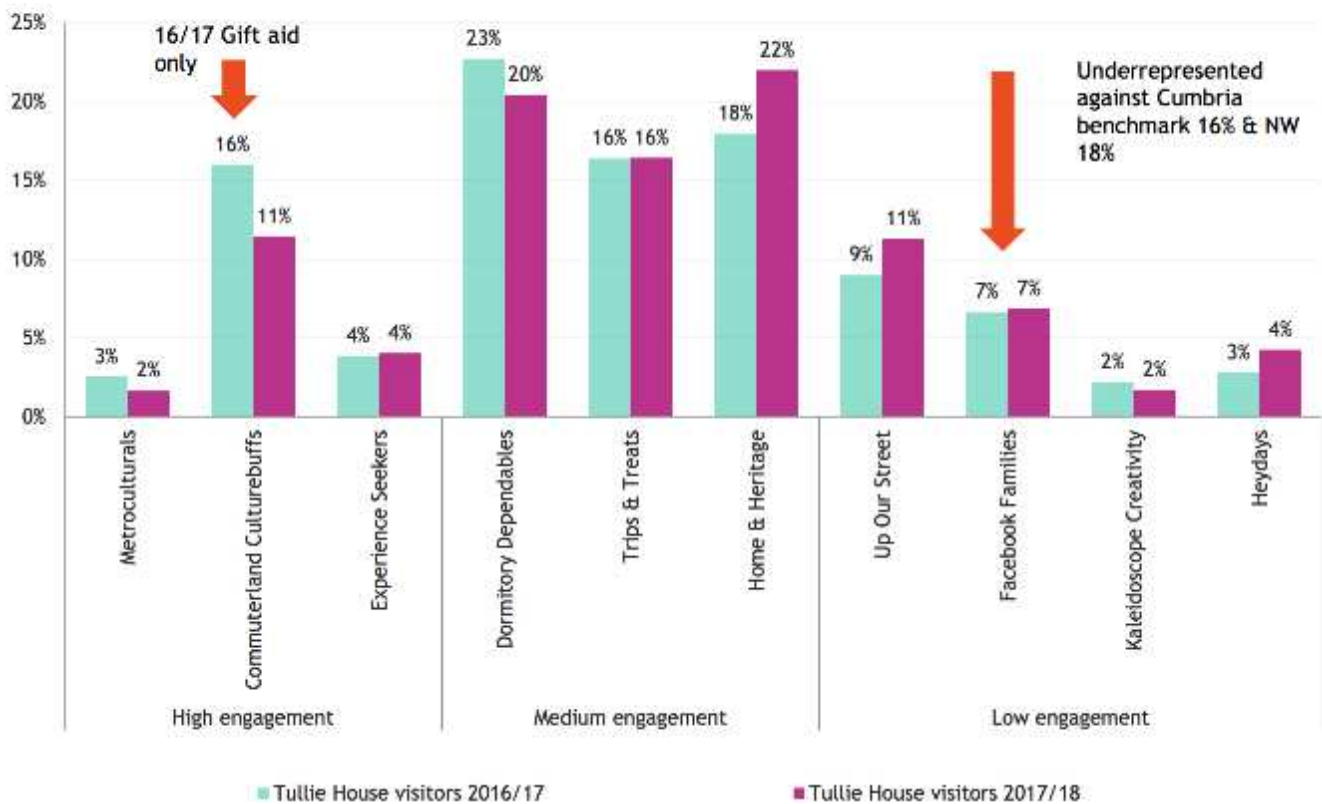
In 2017/18 the Museum attracted 43,370 paying visitors. This equated to only 1% penetration of the market for visitors to the Carlisle Region with a propensity to visit a museum (noting the caveat in 2.1).

2.1.3 Audience Profile

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

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

Audience Profile - Ticketing (postcode analysis)



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

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

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

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

2.2 Paying visitors

Recent Performance

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

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

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

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

Future assumptions

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

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

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

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

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

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

2.3 Other commercial assumptions

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

Shop

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

Café

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

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

2.4 VAT

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

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

3. Context: Governance and Staffing

3.1 Governance and management

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

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

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

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

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

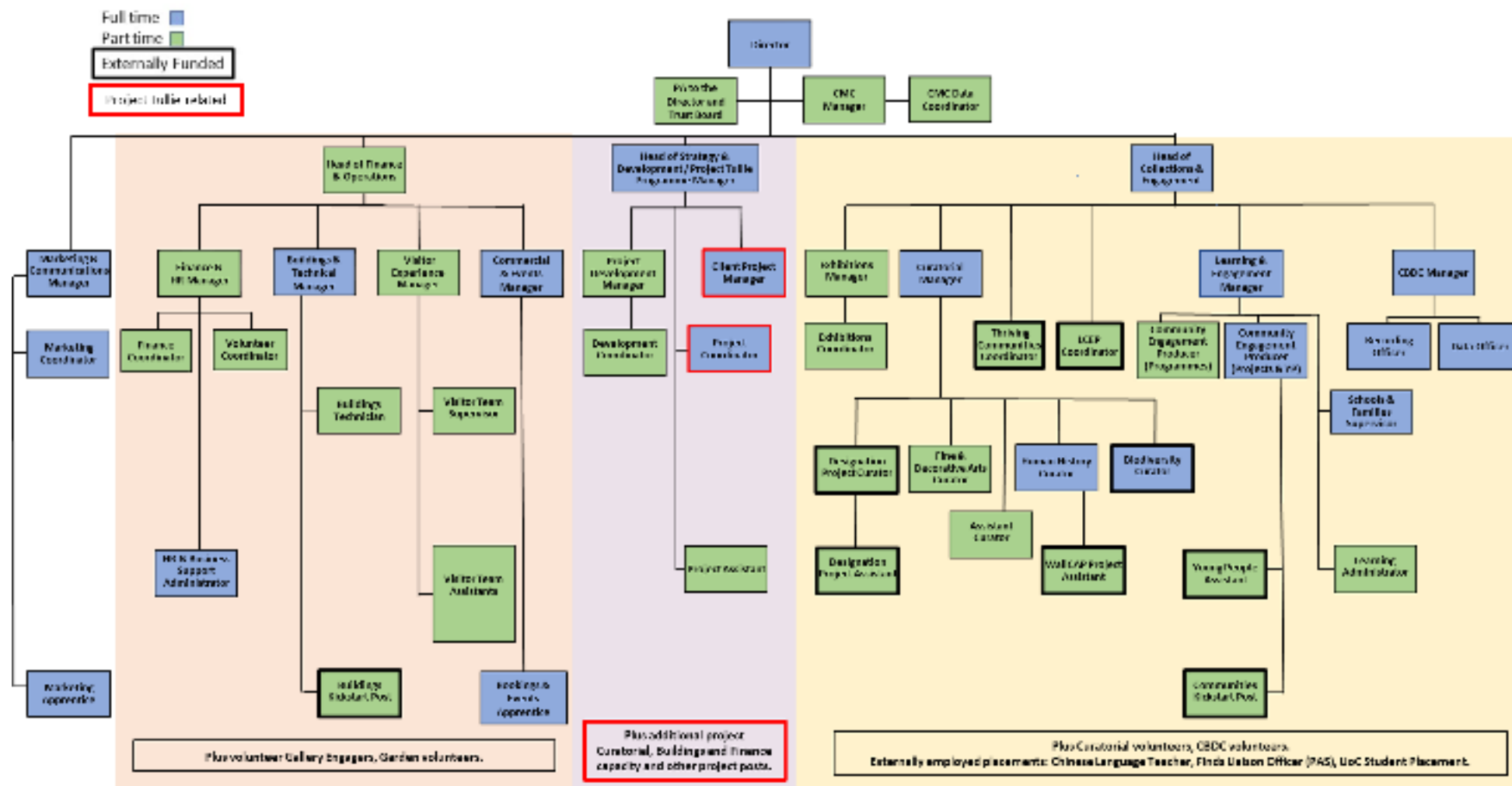
an Audit and Risk Committee comprising four Trustees which oversees financial risk and controls, and which monitors the Arts Council NPO programme; a Development Committee comprising six Trustees which is examining new methods of raising income and donations, and a Remuneration and Nominations Committee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

3.2 Staff structure

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

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

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



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

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

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

3.3 Project Tullie: Governance and Project Management

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

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

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

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

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

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

- Project Manager

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

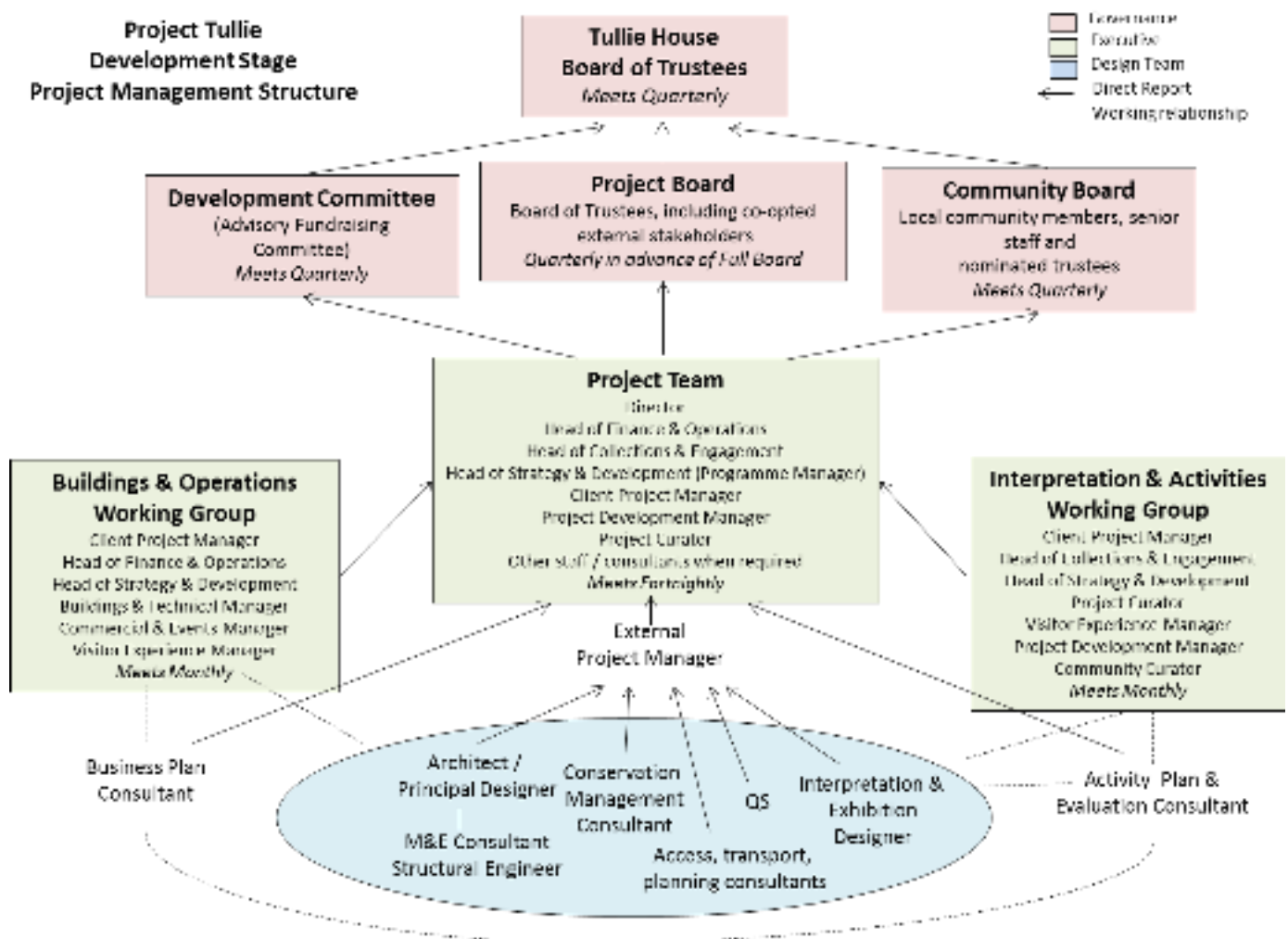
We will appoint a Design Team through an OJEU process, to be led by the Project Manager and comprising architects, interpretation and exhibition planners / designers, structural and services engineers and QS. The Design Team will be responsible for developing the building, interpretation and permanent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

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

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

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

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



4. Context: Local and National Policy

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

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

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

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

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

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

The Plan describes how,

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

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

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

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

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

Economy:

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

Historic Environment:

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

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

Policy SP 7 - Valuing our Heritage and Cultural Identity

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

⁴ Carlisle Pan 2015-18, p4

⁵ Carlisle Pan 2015-18, p2

⁶ Carlisle Pan 2015-18, p12

⁷ Carlisle Pan 2015-18, p14

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

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

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

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

4.3 Carlisle Culture: Strategic Framework for Culture

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

4.4 Carlisle Town Investment Plan

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

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

Delivering on our strategy:

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

4.5 The Borderlands Inclusive Growth Deal

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

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

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

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

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

Borderlands Inclusive Growth Proposition (2018)

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

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

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

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

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

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

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

¹⁰ Borderlands Proposition, September 2017, p1

¹¹ Borderlands Proposition, September 2017, p2

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

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

4.7 Cumbria County Council

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

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

4.8 University of Cumbria

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

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

4.9 Northern Powerhouse

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

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

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

4.10 Arts Council England: *Let's Create*

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

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

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

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

5. SWOT

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

6. Programme overview

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

6.1 Project Tullie capital development programme

6.1.1 Summary of the Project Tullie Masterplan

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

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

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

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

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

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

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

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

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

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

6.1.3 Summary of Phase 2: *The Museum core*

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

Summary of second phase outputs:

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

6.1.4 Summary of Phase 3: *The Art School*

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

Summary of third phase outputs:

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

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

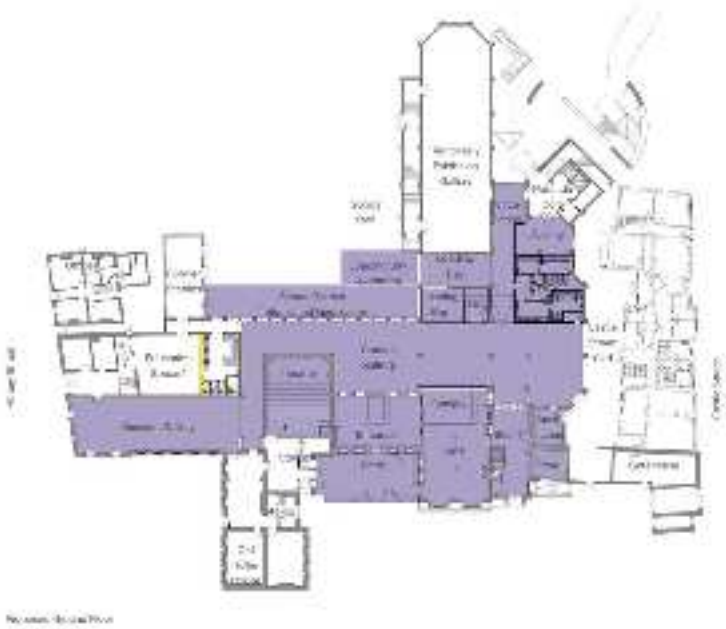


Image: Phase 2 development (Museum core)



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

6.1.5 Cost

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

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

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

6.1.6 Programme

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

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

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

6.1.7 Outcomes

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

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

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

6.1.8 Relationship to the financial projections in this plan

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

This approach means that the income and expenditure projections of the Trust can be read from year-to-year on a like-for-like basis without the distortion that would be caused by large capital income and expenditure items.

Investment in Project Tullie will be capitalised on the accounts of the Trust as "leasehold improvements" and depreciated over the period of the lease.

6.1.9 Capital funding

Phase 2: Towns Fund, DCMS and Levelling Up

Initial funding of £2,918,000 towards Phase 2 was secured in 2021 from the Government's Towns Fund (£918,000) and from DCMS/ACE (£2,000,000)

A funding application for Phase 2 was submitted to the Levelling Up Fund (LUF) in June 2021, requesting a contribution of £17.1m towards Phase 2 of the capital development.

Should the LUF bid be successful, Carlisle City Council has committed to make a 10% capital contribution towards the LUF Project Tullie, capped at £1.5million.

Phase 3: National Lottery Heritage Fund (NLHF)

The Museum will apply for funding to the National Lottery Heritage Fund in August 2021 towards Phase 3.

Should the NLHF bid be successful, this would leave a balance of £1,900,000 to secure on Phase 3 from Trusts & Foundations and the Borderlands Growth Deal

Phases 2 and 3: Carlisle City Council

Carlisle City Council as owners of the collections and the building have confirmed a commitment of £1.5m capital contribution towards *Project Tullie*. They have also made a significant Levelling Up Fund application to MHCLG on behalf of the Trust. This support is vital to our success with our NLHF bid as it demonstrates the Council's support for the wider economic and social benefits to Carlisle that *Project Tullie* will bring.

This level of support will ensure that *Project Tullie* maintains momentum and that the long-term future of the Museum is secured. Without this investment, survival in the short term will preface continued financial challenges in the years to come and will be a significant opportunity lost.

6.2 Exhibitions and displays

6.2.1 Summary of aims of exhibitions programme

As part of the *Project Tullie* masterplan, a new exhibitions strategy will be produced in 2021/22. At present, the Museum's very successful temporary exhibitions are programmed based on nine interlocking principles:

1. targeted at our recognised audiences (families, young people, over 50s, digital audiences)
2. consider the Creative Case for Diversity and accessibility, and be ethically sound, consistent with the aims and objectives of the Trust's Manifesto
3. reflect the museum's collections (art, archaeology, social history and natural sciences) and / or the collecting themes (landscape, people, environment and collectors), **or**
4. as part of the museum's educational role illustrate areas of human endeavour / the natural world that cannot be easily seen in Cumbria (e.g., engineering, ethnography, science, technology and medicine) **or**,
5. consider income generating opportunities. Income generation should not be the key driver but should be a high priority
6. be produced to a high quality, reflecting the vision of the Trust and the standing of Tullie House as a nationally important, regional museum

Exhibitions can...

7. occasionally be challenging. The museum has a key responsibility within its constituency to be educational, to raise awareness and to stretch people's imaginations and understanding
8. occasionally be research driven using information from our own collections or from partner organisations
9. focus on individual artists or makers, or be group exhibitions

6.2.2 Summary of the temporary exhibitions programme 2020-2023

The Temporary Exhibitions Programme for calendar year 2021 and 2022 is included as Appendix III.

6.2.3 Plans for improvements to the permanent displays

6.2.3.1 *The Costume Collection at Tullie House (previously 'Dressed to Impress')*

Opening in July 2021 the Museum opened two interlocking permanent galleries dedicated to displaying the regionally significant costume and textile collection. This project forms Phase 1 of *Project Tullie* and involves the complete refurbishment of Victorian galleries that were 'lost' in the 1990s. Despite having an outstanding collection, the Museum has never had a permanent costume gallery. The restored galleries display over 30 fully conserved dresses with deep local roots, in an accessible and dramatic assemblage – the first time the Museum has been able to show a truly inspiring and regionally important collection.

The new galleries have been designed to illustrate the approach to be taken with *Project Tullie* – not only exposing the impressive Victorian architecture but also featuring innovative lighting, high specification display cases, transparent mannequins and a digital artwork to create a unique and innovative visitor experience.

The DCMS/Wolfson Museum and Galleries Improvement Fund, the Garfield Weston Foundation and the Cumbria Local Enterprise Partnership and the Northern Powerhouse have contributed to the project.

6.2.3.2 Archaeology Gallery

In 2021, thanks to a partnership with Newcastle University and with funding from the National Lottery Heritage Fund (NLHF), the museum will be redisplaying the Roman elements of the Border Gallery. The project, named WallCap, involves working with the local community to present stories about Hadrian's Wall led by some of the collections rarely seen by the public. This collaborative, co-curation approach will be used as a pilot for the way in which the museum intends to develop *Project Tullie*.

6.2.3.3 The Wildlife Dome

Also, in 2021 the Museum's natural sciences collections will be redisplayed. This too will be part of the Museum's strategy to work with the community to help inform how best to tell stories, select specimens for display and then how best to interpret the collections chosen. The first step involves working with recognised groups as well as encouraging visitors to participate in the gallery (the current Wildlife Dome) through a series of interactive voting and engagement methods. The gallery will be changed according to community preference.

6.2.4 Audience development ambitions

6.2.4.1 Temporary Exhibitions

Temporary exhibitions are a key driver for ticketed admissions, with higher paying visitor numbers for particular exhibitions driving up annual results. Appendix III outlines the Temporary Exhibitions Programme, and the target visitor numbers for calendar years 2021 and 2022. These are regularly reviewed by the museum's Programme Executive Group along with the target visitor numbers.

6.2.4.2 *The Costume Collection at Tullie House*; new costume and textile gallery at Tullie House

Temporary exhibitions featuring costume and textiles consistently attract large visitor numbers and have resulted in the demand for greater access to these important collections. Work with students from the University of Cumbria's Institute of the Arts, a costume volunteer programme and a community textile group have emphasised the need to 'reveal more' and make the collection more accessible to all.

Pre-C-19, we anticipated that, with appropriate marketing, the new costume gallery could contribute to attracting c.47,000 ticketed visitor numbers in the first year after completion. However due to the pandemic, these projections have been revised down in the light of the slow return of visitor numbers.

6.2.4.3 Project Tullie: Gallery developments and Interpretation approach

Developing new and increased audiences is a key deliverable of *Project Tullie*. The *Project Tullie* Masterplan includes an interpretation proposal and a matrix of target audience segments with a rationale for how the revised galleries will appeal to these diverse audience groups.

Further development to the interpretation approach and visitor experience has been undertaken across June – August 2021. This work strengthens and further embeds the Manifesto into our developing strategy.

A number of visitor number scenarios have been tested in our business planning work; in our primary scenario we expect that the Museum could attract c.100,000 ticketed visitors per year following the delivery of Phase 2 of *Project Tullie*.

6.3 Learning and community

The Museum's Learning & Engagement Team has won awards for its service, including the Sandford Award for Excellence in Heritage Education (2013 and 2018) and the prestigious *Kids in Museums Family Friendly Award*, sponsored by the *Daily Telegraph* (2015).

Tullie House offers a range of learning and community activities aimed at specified audience groups and segments, including:

- Workshops and activities in the museum for visiting school groups.
- School membership scheme including loan boxes, school assemblies and discounted museum workshops.
- Family programme in the Museum including holiday crafts, Tuesday Tales (U5s), a popular programme of Toddler sessions, Interactive trails and Special Events.
- Programme for children and young people including, Tullie Time Travellers (8-13) and the monthly Youth Panel (14-21).
- Ongoing participation in the NLHF Kick the Dust NW project 'Hope Streets', aimed at transforming youth engagement with the museum sector over 5 years
- Programme for vulnerable adults including adults with mental ill health, adults with disabilities and adults with dementia, including participation in the national Thriving Communities social prescribing programme (TH is lead of the Carlisle Partnership)

The Museum's Cumbria Biodiversity Data Centre (CBDC) also provides a range of community engagement opportunities for specialists and non-specialists alike, including:

- species identification training
- bug hunts and activities at public events
- equipment and room space to train new bryologists and lichenologists
- data for research and developing our knowledge of Cumbria's natural history.

2018 saw the launch of the *Secret Garden*, a community outdoor space for less-engaged communities to learn about gardening, nature and environmental benefits. There are partnerships with local organisations that run services for adults dealing with addiction issues, homeless people and offenders in rehabilitation. The museum uses its collections to start conversations and challenging discussions, in a safe environment, and help create a sense of pride in Carlisle for the people who live there.

The following table illustrates the ranges of programmes and audiences that are catered for, and the targets for participation in 2021-22 which are all Covid-19 recovery targets of 50% of 2019/20 numbers.

Programme strand	Audience Segments	Participation rates	Measures	Tullie House Strategic Objectives
Families	Local Cumbrian (Facebook Families, Dormitory Dependables, Trips and Treats), Tourist (Trips & Treats)	4,241 attendances (50% of 2019/20 numbers of 8,428)	Engagement will be measured through either INCREASING numbers, BROADENING the range of participants or DEEPENING engagement.	<p>Objective 4: Actively increase income from trusts, foundations, individuals and corporates</p> <p>Objective 5: Focus on developing greater engagement with the Carlisle community</p> <p>Objective 6: Continue to work with least engaged groups within Carlisle and the surrounding area</p> <p>Objective 8: Develop international audiences from China or with communities interested in Chinese culture</p>
Young People	Marketed via specific groups, networks and through referrals	321 attendances (50% of 2019/20 numbers of 642)	BROADEN range and DEEPEN engagement	
Communities	Marketed via specific groups, networks and through referrals	450 attendances from vulnerable adults / adults with protected characteristics (50% of 2019/20 numbers of 900)	BROADEN range of participants and DEEPEN engagement through increased curatorial involvement	
Local Adults	Kaleidoscope Creativity, Homes & Heritage, Dormitory Dependables	No target for this year – programme is heavily determined by local Covid restrictions.		
Schools	All schools sessions targeted via print and digital marketing	7,341 pupils participating (50% of 2019/20 numbers of 14,682)	INCREASING pupil numbers and BROADENING range of participating schools	
Chinese Engagement Programme	Kaleidoscope Creativity, local adults, local Chinese-British families	Minimum of 8 hours teaching per week (Confucius Institute Target)		

The detailed Learning Programme for 2021-22, follows this structure and is included as Appendix IV towards the end of this Business Plan.

6.4 Volunteering

There are around 70 active volunteers at Tullie House at present managed by individual departmental staff under the guidance of the museum's Volunteer Policy. A new part-time post of Volunteer Coordinator was introduced in January 2020 to help embed volunteering more strategically across the museum's core activity. In addition, the post has been leading a recruitment drive for the new volunteer role of Gallery Engager, which was introduced in the museum's galleries in October 2020.

6.5 NLHF Activity Plan

An element of the total cost of Phase 3 of Project Tullie includes an NLHF-funded activity plan that supports community and learning activities, volunteering, community governance and decision-making, related staff and equipment costs and audience development aspects of the project such as brand and digital development.

Currently proposed activities include:

- Tullie on Tour outreach programme
- Expansion of the Thriving Communities social prescribing programme
- Significantly enhanced engagement programmes for families, schools, young people and vulnerable adults
- Development of a 'Carlisle Curriculum' with the Carlisle Local Cultural Education Partnership
- Major new volunteering and work placement programme
- Local artists commissions
- Festival and events programme for local adults

This income and expenditure sit within the 'below the line' capital income and expenditure. During the development phase, this programme will be refined, and costs specified further. They will then be incorporated into the revenue model.

The summary outline Activity Plan, which was used to estimate activity costs in the Round 1 Application is included as Appendix 6 of this business plan.

6.6 Collections Care

The collections and buildings at Tullie House are owned by Carlisle City Council and are managed by Tullie House Museum and Art Gallery Trust.

The curatorial team (consisting of a Curatorial Manager, Fine Art Curator, Human History Curator, Biodiversity Curator (externally funded, fixed term), Designational Development Fund Curator & Curatorial Assistant (externally funded, fixed term) and an Assistant Curator carry out Collections Management duties. The team is responsible for the following:

- Managing the collections in the galleries and stores (including monitoring and upgrading as appropriate)
- Preventive conservation measures including quarantine for incoming material
- Appropriate marking of objects
- Research and documentation
- Condition checking new material and all loans
- Appropriate storage methods including the use of archival materials
- Storage and display cleaning programmes
- Pest management
- Appropriate movement, handling and display methods
- Installing exhibitions
- Delivering staff training on collections care/management
- Preparing collections care procedures and guidelines
- Disaster planning
- Managing the annual budget for collections care
- Arranging remedial examinations and treatment by approved conservators for objects usually destined for display or loan for exhibition
- Carrying out a broad collections level condition assessment used to implement the Collections Care Action Plan
- Regular inspections of the off-site store at Longtown and the Guildhall Museum
- Providing surrogate digital images of parts of the collections to use for handling purposes where appropriate
- Providing access and managing all research

The Museum has a *Collections Care and Conservation Action Plan (2017-23)*. It is based on the Accreditation Guidance Notes for Collections Care, a structured Benchmarks Survey and PAS 197: 2009 for which we aim to meet Basic standards in 2017 and aspire to meet 'Good' or 'Best' standards over time as outlined in the Plan.

The resources identified in Section 8 of the Business Plan will be used to implement the objectives of this plan. The plan has recently been updated but requires the resources identified to fully complete and deliver the stated objectives.

6.7 Cumbria Biodiversity Data Centre (CBDC)

CBDC was originally the Tullie House Natural History Bureau established in memory of an eminent Victorian Natural Historian and founder of Tullie House Museum and Art Gallery – Rev Hugh McPherson. Its purpose was to collect wildlife information from across Cumbria and for a wide range of plants and animals and share it for the benefit of the public and scientific research. It was the first organisation ever to collect such a range of taxonomic groups across a significant geographical range.

Around 10 years ago the Government encouraged local authorities with wildlife and environmental data to set up and develop local record centres. The Natural History Record Bureau fitted this remit and CBDC was established to provide data services for the local authorities in Cumbria.

In the following nine years CBDC attracted highly skilled staff who have continued to develop data services for local authorities and ecological consultants working in planning and development. In addition, these services have then been adapted to support local and national conservation organisations working in the county, e.g., Plantlife, Buglife, Cumbria Wildlife Trust. These new partnerships have been vital to generate income and allow CBDC to showcase its skills, knowledge and data. The result has been an increased profile for CBDC and a growing reputation as the place to go for Biodiversity Information in the county.

Recently CBDC has diversified and as a result has provided:

- species identification training
- bug hunts and activities at public events
- equipment and room space to train new bryologists and lichenologists
- data for research and developing our knowledge of Cumbria’s natural history.

The Recent Designation of the Natural Sciences collection offers the opportunity to harness data and specimens to create a compelling and powerful nationally significant biodiversity story.

6.8 Estate Management

6.8.1 Recent Improvements

- *Garden Café*
2019 saw a light-touch improvement to the café, with the aim of helping to improve performance by creating a more attractive environment in line with contemporary expectations.
- *Costume Gallery*
The new costume galleries opened in July 2021.
- *General Maintenance and improvements*
Phased lighting replacement in the galleries – moving to LED technology – started in late 2020.
- *BMS improvements*
Carlisle City Council will be continuing their future proofing investment in the Museum’s Building Management System by commissioning upgrades to ensure that this sophisticated but essential technology remains fit-for-purpose
- *Gallery improvements*
A series of on-gallery visitor improvements commenced in 2018: new introductory graphics have been installed on the main Border Gallery staircase to aid orientation and to provide simpler navigation; *Origins* – an impressive redisplay of the museum’s significant pre-history collection; and *Formations*, which uses the geology collections to tell the story of how the Cumbria landscape was created; *The Wildlife Dome* – a re-fresh of existing displays focussing on family consultation; and *WallCAP* – a redisplay of Roman material on the Border Gallery co-curated with community archaeology volunteers (opening September 2021)
- *Secret Garden*
A small and tranquil space in the middle of the city, where youth and community groups have combined to create a home for nature and a place where vulnerable groups can explore nature in a safe environment
- *Activity Room / Learning base*
The Museum has invested in its activity room by extending the footprint so that schools have more space to undertake many of the award-winning activities

6.8.2 Future Plans

- *Project Tullie*
Project Tullie is the focus for a series of major improvements to the estate in the coming years, and therefore there are relatively few stand-alone improvement projects in the meantime.

7. Incoming resources

7.1 Admissions and membership

7.1.1 Ticketed admissions

Tullie House has charged for admission for several years using various structures. It has recently settled on a simplified pricing structure:

- Annual ticket £10.00 (inc. Gift Aid, annual pass method)
- Under 18s: Free with an adult

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

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

In 2019/20, the most recent pre-pandemic year and the last year in which the Day Ticket was available, the split of ticketed visitors was as follows:

Ticket type	% of total ticketed admissions (pre 2020/21)
Annual Ticket purchase	11.5%
Day Ticket	35.6%
Annual Ticket Re-admission (free)	19.6%
Child (Free)	25.7%
Other Free of Charge	7.7%

The business plan makes the following assumptions about admissions prior to the delivery of Project Tullie. These have been (and will continue to be) radically impacted by the pandemic:

Year	Previously projected ticketed visits	Revised ticketed visits numbers due to Covid-19
2020/21 (Including first three lockdown periods)	47,700	5,898 (actual)
2021/22 (including part of third lockdown and restrictions once open)	45,700	26,000
2022/23 (likely ongoing impact on pandemic and 6-month closure for construction)	23,937	16,756

- The pricing structure was revised in 2020/21 to phase out the day ticket and move all admissions onto a £10 (including VAT but excluding Gift Aid) annual ticket.
- We will continue to offer free admission for under 18s. There are practical and strategic reasons for this:
 - Strategically, it contributes to the Museum’s commitment to supporting the delivery of Arts Council England’s ambitions in *Let’s Create*.
 - Continued ACE NPO funding beyond the current cycle (ends 2023) is critical and this is an important part of our case to ACE.

- On a practical level, free admissions for children helps keep a simple-to-understand pricing structure, without different family tickets and concessions, which recent audience research revealed was important for visitors (especially those who are not regular museum visitors).
- Finally, our decision to increase the full adult admission to £14 following the completion of Phase 2 of *Project Tullie* (2024/25) is partly based on a calculation that keeping free admission for the under 18s maintains good value-for-money for families (particularly local families).
- Those who are tourist visitors or visiting for a specific exhibition are unlikely to take advantage of free in-year readmission
- Based on the current actual split of visitors as outlined in the table above, a single type of ticket with no concessions will mean that we assume 47% of ticketed visitors will pay this price.

Ticket type	% of total ticketed admissions (pre 2020/21)	% of total ticketed admissions (post 2020/21)
Annual Ticket purchase	11.5%	47%
Day Ticket	35.6%	0% (no longer available)
Annual Ticket Re-admission (free)	19.6%	19.6%
Child (Free)	25.7%	25.7%
Other Free of Charge	7.7%	7.7%

- It is likely that the construction works for Phase 2 of *Project Tullie* (projected to be in 2023/24) will require significant or full closure of the museum. In our primary scenario we have provisionally used a base-case scenario of significant closure with no admissions income in this year.
- Following the completion of Phase 2 of *Project Tullie* (2024-25), our primary scenario projects that ticketed visit numbers will rise to c.105K in the first year of re-opening with a Y2 onwards target of c.100,000 visits p.a.
- As noted above, Following the completion of *Project Tullie* Phase 2 in 2024/25, the ticket price will be increased to £14 (including VAT but excluding Gift Aid claimed) for an annual ticket.

Based on these assumptions, ticketed admissions for the period covered by this plan are estimated to be as follows.

Year	Ticketed admissions (#) Projections	Projected Income (net of VAT, ex Gift Aid)	Notes
2021/22	26,000	£79,198	As above
2022/23	16,756	£49,826	Part closure, post pandemic impact
2023/24	-	-	<i>Project Tullie</i> construction
2024/25	105,000	£576,000	Phase 2 of <i>Project Tullie</i> opens, price increase to £14 (inc. VAT). Annual Pass Gift Aid methodology.
2025/26	100,000	£548,000	Reduction after opening spike

7.1.2 Gift Aid

In 2019/20, Tullie House operated a split Gift Aid model, applying the 10% donation method to day tickets, and the annual pass model to the annual ticket.

In 2019/20, Gift Aid receipts equated to around 12% of all museum admissions income.

In 2020 the day ticket was phased out, along with the 10% Gift Aid methodology. All tickets will be annual tickets and accordingly the Annual Pass method will be used for Gift Aid.

This method often results in a higher conversion rate as it does not require an additional donation, however for the sake of prudence, we have assumed that Gift Aid receipts will continue to equate to c.8% of ticket admissions income.

Using this assumption, it is estimated that Gift Aid receipts will rise to c £50k p.a. following the opening of Phase 2 of *Project Tullie*.

Year	Ticked admissions (#) (Projected)	Income (net of VAT) (Projected)	Gift Aid claimed (Projected)
2021/22	26,000	£79,198	£7,793
2022/23	16,765	£49,826	£3,986
2023/24	-	-	
2024/25	105,000	£576,000	£50,000
2025/26	100,000	£548,000	£47,000

7.1.3 Membership

In 2021/22, our target for membership income is £6,450. We expect this level to be maintained throughout the period of this plan.

Following Phase 2 *Project Tullie* and the embedding of an increased annual ticket price we do not expect membership to grow significantly. Annual ticket schemes can undermine membership scheme as everyone benefits from free entry; this is often offset by increased Gift Aid conversion.

7.2 Trading income

Tullie House generates income via several trading activities, including:

- Retail
- Catering
- Venue Hire and Events

Income is via the charity's trading companies and profits are gift-aided to the charity.

A range of museum costs in addition to direct costs of sales are allocated to trading activities to recognise the true cost of the delivery of trading activities. This section outlines our expectations for the coming years in each of these trading areas.

7.2.1 Retail Income

The actuals for 2019/20 (last full year) reveal the following retail performance:

Retail	2019/20 actuals
Sales	£53,417
ATV	£4.34
Transactions	12,301
Footfall	200,477
Ticketed visitors	53,855
Conversion (all footfall)	6.14%
Conversion (ticketed only)	22.84%
Average spend per	
GPM (ex. staff costs)	43%
Net income before overheads	£23,189

In 2019/20 the Museum targeted an increase in Gross Profit Margin (before staff costs) in order to increase the profitability of the shop. Following recommendations from a retail consultancy, we have improved visual merchandising and layout, reviewed margins across all lines and sought alternative suppliers where improvements can be made and have developed a new selling space for local artists and makers.

However, as outlined elsewhere, the significantly reduced visitor numbers brought about the pandemic are having a major impact on trading income – both in terms of ticketed visitor numbers, and casual visitors and therefore spend per head – and this is set to continue in 2021/22 and into 2022/23 when the museum will be closed for part of the year.

Retail income will be foregone during the construction of Phase 2, but the museum will remain open during the construction of Phase 3

Following re-opening we are projecting retail income to increase in line with visitor numbers.

Year	Ticked admissions (#)	Ave spend per paying visitor	Sales	GPM	Income net of cost of sales
2021/22	26,000	£0.85	£22,110	50%	£11,055
2022/23 (part closure)	16,756	£0.93	£15,562	50%	£7,781
2023/24 (closure)	-	-	-	-	-
2024/25	105,000	£1.50	£157,000	45%	£70,000
2025/26	100,000	£1.60	£160,000	45%	£72,000

7.2.2 Catering Income

From 1 October 2019, local operator Origins Caterers t/a John Watt & Son took over the catering operation. The driver for this change was the need to improve the visitor experience of the catering offer and use as much fresh, locally sourced produce as possible. The contract was for five years with a three-year break and is for a profit share in year one, followed by a commission arrangement from year two.

After a promising start in the last 6 months of 2019-20, the pandemic struck resulting in extended closure and a slow recovery, hampered by further lockdowns. As a result, catering made a loss in 2020-21 and is projecting a modest surplus in 2021-22. We remain on the profit share agreement as it wasn't viable for the operator to move onto the commission arrangement during the pandemic and during recovery.

Following the delivery of *Project Tullie* Phase 2 and the physical re-modelling of the catering offer, we estimate net earnings will increase to above £60,000 per annum, through:

- Increased visitor numbers and conversion rates
- An improved offer and environment
- Use of café as a bar for events and summer evening use of the garden

Catering income will be foregone during the construction of Phase 2, but the museum will remain open during the construction of Phase 3

Year	Ticked admissions (#)	Income (net of VAT and direct costs)	Notes
2021/22	26,000	£9,000	Expected income in context of Covid-19
2022/23	16,756	£9,175	Expected income in context of Covid-19 and partial closure
2023/24	-	-	Construction (Phase 2) / closure
2024/25	105,000	£66,000	Re-opening
2025/26	100,000	£74,000	

7.2.3 Venue Hire and Events Income

In 2019/20 the museum earned £20,000 from venue hire, after direct and indirect costs. This was double the previous year as a result of new staff joining.

Following lockdown this area of business all but dried up and we are forecasting income just under £10,000 in 2021/22.

Following Phase 2 of *Project Tullie*, we have assumed a modest increase in sales over a period of years (£20,000 in 2024/25 rising to £45,000 by 2029/30) This acknowledges much improved premises, but also recognises the building will be well used for programme, particularly in the evening, meaning that there will be relatively limited additional venue hire opportunities.

7.3 Carlisle City Council

Tullie House was, until 2011, run by the local authority. The City Council continues to provide core income to the Trust, in the form of a management fee as part of an annual contract, which is agreed based on a rolling three-year business plan prepared by the Trust. A series of 30-year legal agreements commencing in 2011 underpins key aspects of the operational and contractual

relationship between the Trust and the City Council, relating to the care of the Council's collection and buildings (of which it retains legal ownership).

The management fee has decreased from the Council in the subsequent years:

CCC Income Type	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Core Grant (Base Funding before Inflation)	1,314,420	1,256,420	1,198,420	1,198,420	948,420	734,420	734,420	734,420	734,420
Inflation	0	18,161	37,003	47,034	80,438	77,696	89,301	118,130	146,723
Services (HR/Payroll/ICT)	0	0	0	0	13,294	22,388	72,480	82,498	89,403
Revised Base Funding	1,314,420	1,274,581	1,235,423	1,245,454	1,042,152	834,504	896,201	935,048	970,546

In the context of continued central government austerity policies, the Council has indicated it needs to make further reductions in its management fee and this will mean that this continues to reduce in real terms, even allowing for inflationary increases on a future reduced core fee.

The Council has indicated it will extend the multi-year management agreement from three years to four, in order to offer stability and certainty in budgeting for both parties.

Notwithstanding the existential challenge presented by on-going Council cuts in the context of the pandemic (as outlined in the following section below), during the period of this plan we have made the following assumptions regarding the management fee from Carlisle City Council over the next four years, based on our dialogue with the Council:

CCC Management Fee	2021/22	2022/23	2023/24	2024/25	2025/26
Revised Base Income	£864,961	£740,946	£773,950	£791,829	£810,066

7.4 Arts Council England (ACE)

Tullie House is an ACE National Portfolio Organisation (NPO) as part of the Cumbria Museum Consortium (CMC). As such, it receives £323,000 per annum from this source until 2023 (plus £76,000 per annum for joint CMC initiatives, which is expended via Tullie House). As with many NPOs, the impact of losing this funding post-2023 would provide a very significant challenge to the Museum's ability to deliver the range of activities, engagement and exhibitions, which it currently provides.

This plan assumes as its primary scenario that the CMC is successful in renewing its NPO status, albeit with a standstill grant which assumed no increase in arts funding from central government in the coming years.

If the CMC is unsuccessful then this will have the impact of significantly reducing the range of learning and community engagement programmes delivered by the museum, to which much of this funding is currently allocated.

7.5 Fundraising, Exhibition Sponsorship, Grants and Donations

Each year, Tullie House raises between £200,000 - £400,000 from trusts and foundations, national lottery and other statutory sources towards its work, including funding for gallery refurbishment, exhibitions, staff costs and consultancy support on projects. This income forms an important part of the Museum's ability to deliver work beyond the core function it provides in caring for the Council's collection and buildings.

In addition to this contributed income, the Museum runs a successful Patrons scheme, launched as part of the 125 Anniversary dinner in November 2018. Growing the Patron membership is a fundamental part of the museum's future sustainability and, therefore, increased income targets have been set.

Tullie House has ambitions to raise more funding in future from philanthropy. Increased unrestricted income from trading could be used to support fundraising capacity in order to grow income in this field.

In 2019/20 fundraising brought in a total of £662,692, however this figure is unusually high due to successful fundraising for the Costume Gallery and the *Project Tullie* masterplan (in 2018/19 £191,761 was raised).

As outlined earlier, future fundraising for the *Project Tullie* capital programme will sit outside this business plan.

The target for fundraising for revenue programmes during the period of this business plan will be £200,000 per annum, based on previous experience at times when there has been no major project fundraising.

7.6 Exhibition Tax Relief

Under current rules Tullie House can claim back a portion of its exhibitions expenditure in the form of Museums and Galleries Exhibitions Tax Relief (ETR). £65,755 was claimed in 2019/20, and £85,161 was claimed in 2020/21. Given that the long-term future of any tax relief regime is uncertain, we have made a modest ongoing projection of £20,000 per annum.

7.7 Revenue Income summary, Primary Scenario

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction	Phase 2					
			NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café only):	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	264,932	262,235	264,423	266,502	268,477	270,353
Income										
Grants (Public)										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Exhibition Tax Relief (HMRC)	84,340	16,000	5,000		20,000	20,000	20,000	20,000	20,000	20,000
Grants (core) subtotal	1,407,504	1,294,851	1,159,836	1,187,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623
Other Grants and Sponsorship										
HLF Resilience	0	0	0	0	0	0	0	0	0	0
Cumbria County Council	0	0	0	0	0	0	0	0	0	0
Headley Trust	0	0	0	0	0	0	0	0	0	0
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Donations	58,446	14,160	5,000	0	15,000	20,000	25,000	30,000	30,000	30,000
Other grants & sponsorship subtotal	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid Grants	697,787	41,602	0	0	0	0	0	0	0	0
Admissions										
Admissions Income (Incl Gift Aid & Memberships, net of V	25,501	79,198	49,826	0	576,090	548,657	587,847	627,037	627,037	627,037
Gift Aid	3,782	7,793	3,986	0	50,104	47,718	51,126	54,535	54,535	54,535
Tullie Card	0	0	0	0	0	0	0	0	0	0
Membership	4,309	6,450	2,329	0	6,000	6,000	6,000	6,000	6,000	6,000
Admissions subtotal	33,592	93,441	56,141	0	632,194	602,375	644,973	687,571	687,571	687,571
Trading (net income)										
Retail	2,865	11,055	7,781	0	70,875	72,000	74,250	78,200	82,250	86,400
Catering	(4,534)	9,000	9,175	0	66,623	74,737	79,129	83,548	87,993	90,920
Events	1,818	9,000	7,012	0	20,566	25,238	30,902	35,560	40,212	44,856
Monday alternative and other	205	418	0	0	0	0	0	0	0	0
Trading (net of direct costs) subtotal	354	29,473	23,968	0	158,064	171,975	184,281	197,309	210,455	222,176
Learning income	2,656	20,230	11,366	0	20,438	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges Contribution										
ACE	38,000	38,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Subtotal Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,333,316	2,362,998	2,443,448	2,525,020	2,559,521	2,593,014
CBDC income (gross)										
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,438,878	2,470,628	2,553,177	2,636,880	2,673,545	2,709,235

8. Expenditure

8.1 Staffing and volunteering

In 2021/22 the staffing budget is projected to be £958,464 (excluding trading staff and CBDC staff). This has increased during the year to increase capacity to deliver Project Tullie. It is expected to reduce over the next two years as fixed term / temporary posts come to an end.

There is currently 49 staff full and part-time at Tullie House, with an FTE of 36.6.

As a result of *Project Tullie*, there will be an increase in staff capacity in the areas of development and marketing, resulting in additional staff costs of £120k p.a. + inflation from 2025/26, however these roles will only be maintained if the expected increase in paid admissions is achieved, and the Museum income increases accordingly.¹³

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£	£	£	£	£	£
Salaries (Trust only) + on costs	958,464	900,000	850,000	800,000	816,000	832,320
Additional Development and Marketing Staff	0	0	0	120,000	122,400	124,848
Additional hours	30,800	28,281	0	60,000	61,200	62,424
ACE NPO salaries (directly funded)	55,019	41,490	42,319	43,166	44,029	44,910
Total	1,044,283	969,771	892,319	1,023,166	1,043,629	1,064,502

8.2 Exhibitions and projects

As outlined in the fundraising section above (6.5), 2020 was an anomalous year with higher than usual expenditure for specific projects, notably the Costume Gallery, reflected in increased expenditure this year of £631k+.

It is expected that a more usual state of expenditure of c.£350k - £480Kp.a. will occur following the delivery of Phase 2 of Project Tullie.

Costs are split between temporary exhibitions, projects and 'NPO/CMC Expenditure' which is for projects directly funded by ACE NPO income. In the future this expenditure is dependent on ACE NPO status being maintained.

There will be a temporary reduction in exhibitions expenditure when *Project Tullie* construction works require temporary closure of the museum.

¹³ There will be additional fundraising capacity in the years before this which will be paid for as part of the *Project Tullie* capital budget and therefore outside the scope of this Business Plan.

Costs are projected to rise with inflation. *Project Tullie* will not necessitate additional increases in exhibitions budgets beyond inflation, as there are no new temporary exhibitions spaces proposed in the Masterplan.

As part of Project Tullie Activity Plan, which will be delivered alongside Phase 3 should NLHF funding be secure, there will be budget and staff allowances for local community groups to take part in the co-design and co-creation of exhibitions, displays and activities.

8.3 Operational Costs

In 2019/20 the Museum budgeted £585,000 for operational expenditure, including £143,000 for utilities costs. In 2020/21 this has reduced, due the closure brought about by the pandemic to £406,000 and £114,000 respectively.

Putting this temporary closure to one side, inflationary increases have been used for this business plan, with following adjustments:

- Utilities costs will reduce during construction, as contractors will be responsible for part of the site
- Security and maintenance costs will increase by c. £20,000 p.a. as a result of *Project Tullie* to ensure that permanent displays and other renewed areas of the building are properly maintained.
- Cleaning costs will be £45,000 p.a. rising with inflation.

In addition, a capital renewal fund will be instituted, to which the Trust will add £25,000 per annum from 2026/27 onwards. If unspent, this will be added to a designated reserve ('sinking fund') for future major renewal and maintenance, such as replacement of display cases and lighting.

Operational and Utilities Costs, Primary Scenario

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
Covid	Covid	HLF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening					
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362

8.4 Central costs allocated to trading

Prior to the pandemic, in 2019/20, £92,152, of central costs were allocated to trading. This figure reduced in the pandemic year, but post Phase 2 of Project Tullie it will return to similar levels and is set to rise with inflation over the rest of the business plan:

Costs Allocated to Trading	2019/20
Salaries, NI & Er's Pension	(£61,652)
Utilities	(£12,300)
Professional Fees	(£1,100)
General Office Expenses	(£5,500)
Marketing & Fundraising	(£8,000)
Subscriptions & Licences	(£2,600)
Bank & Credit card charges	(£1,000)
Total allocated costs	(£92,152)

Any savings offset by the pandemic are included in the overall expenditure projections of the Museum and any adjustments to the projected recharge will be made at year-end.

8.5 Cumbria Biodiversity Data Centre (CBDC)

To ensure its sustainability, CBDC needs to diversify and develop new sources of income¹⁴. This is a process that has been developing for the past couple of years and although volatile is proving to be successful. It brings with it several challenges to all members of staff as they balance the delivery of current activities and the development of new ones. This change in the business model has resulted in CBDC making a small annual loss, which at present is being offset by reserves accumulated over the past 10 years.

Project Tullie will see the CBDC renewing its original relationship with the museum – it grew out of the natural history curatorial department – providing increasing community engagement, volunteering and co-curating opportunities. This in turn will see raised income for CBDC engagement projects increasing. By pursuing this strategy, it is proposed that that current deficit will be closed in the future.

¹⁴ CBDC now offers ecological advice and training as well as project support and data consultancy

8.6 Revenue Expenditure summary, Primary Scenario

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction	Phase 2					
			NLHF dev	Closed	Completion					
Covid	Covid		Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening					
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café only):	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	264,932	262,235	264,423	266,502	268,477	270,353
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	816,000	832,320	848,966	865,946	883,265
Core salaries offset by capital funding	0	(59,715)	(127,829)	(81,929)	0	0	0	0	0	0
Additional Development, Marketing, Exhibitions Staff	0	0	0	0	120,000	122,400	124,848	127,345	129,892	132,490
Additional hours	43,289	30,800	28,281	0	60,000	61,200	62,424	63,672	64,946	66,245
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	20,000	12,989	13,248	13,513	13,784	14,059	14,341
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CIRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	989,568	854,676	830,390	1,036,154	1,056,877	1,078,015	1,099,575	1,121,567	1,143,998
Exhibitions and Projects										
Projects (Community, Gallery, etc)	63,376	306,333	60,000	80,000	80,000	120,000	120,000	160,000	160,000	160,000
Project Tullie	0	580,000	100,000	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Temporary Exhibitions	9,481	52,400	20,000	0	60,000	80,000	80,000	120,000	120,000	120,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	1,163,552	324,890	224,890	284,890	344,890	344,890	424,890	424,890	424,890
Utilities										
	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Trading										
Salaries	6,776	15,423	8,500	0	65,108	66,410	67,738	69,093	70,475	71,884
Operational costs	4,708	15,850	9,485	0	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital renewal allowance										
	0	0	0	0	0	25,000	25,000	25,500	26,010	26,530
Contingency										
	0	0	0	0	0	45,000	45,900	50,000	51,000	52,020
Total Museum expenditure	1,605,118	2,794,033	1,818,429	1,690,381	2,182,532	2,311,101	2,347,168	2,468,548	2,507,873	2,547,864
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,892,070	1,918,166	1,791,853	2,285,774	2,416,148	2,454,056	2,577,313	2,618,553	2,660,499
Surplus (Deficit)										
	948,810	(1,013,507)	(308,533)	(248,988)	153,104	54,480	99,121	59,567	54,992	48,736
Planned transfer from restricted reserves		295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves		610,591	68,318	68,546	27,751	(2,583)	(82,841)	(113,094)	(108,343)	(98,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	235,757	106,799	71,182	1,375	1,551	3,075
Free reserves	402,161	295,021	109,708	(15,832)	219,925	326,724	397,906	399,280	400,831	403,906

8.7. Project Tullie Income and Expenditure

A Cost Plan has been produced to estimate the Construction Cost of Phases 2 and 3 of Project Tullie, based on the RIBA Stage 1 masterplan, then reviewed updated in June 2021. In addition, a cost plan for the non-construction costs has been produced, including client costs, activity costs, the design team and other consultants.

- The total cost of Phase 2 of the project is estimated to be £21.4m, while the cost of Phase 3 is estimated to be £6.4m.
- Phase 2 is expected to be funded through Levelling Up Fund along with confirmed Town Deal funding and DCMS funding administered by ACE.
- Phase 3 is the subject of an NLHF application, with match funding from Trusts and Foundations and the Borderlands Inclusive Growth Deal.
- Expenditure on both phases will be spread over a period of 7 years between 2020/21 and 2027/28 (including spending on activities relating to Phase 3 in the event of NLHF support).
- The NLHF Development Phase, relating to Phase 3, is expected to run across 2021/22 and 2022/23.

A summary of the expected income and expenditure profile is in the table below:

Project Tullie: Summary Phase 2 and Phase 3 Project Costs

	June - Sept 2021/22	Oct - Dec 2021/22	Jan - Mar 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Totals	
Phase 2	TH Dev	LUF Development		Phase 2 construction		Phase 2 Open					
Phase 3	TH Dev	TH Dev	NLHF Development		NLHF Delivery		Phase 3 open				
Total Phase 2 Project Cost inc Tullie House pre application development work	481,836	614,281	610,977	7,547,241	12,650,756	0	0	0	0	21,905,091	
Total LUF / ACE / Towns Fund eligible costs (October 2021 - end of March 2024)	0	614,281	610,977	7,547,241	12,650,756	0	0	0	0	21,423,255	
Potential irrecoverable VAT liability (Phase 2 of Project)	1,446	1,843	1,833	22,642	37,952	0	0	0	0	65,715	
Total Phase 3 Project Cost inc Tullie House pre application development work	15,490	73,187	86,294	534,965	2,077,719	2,848,345	484,189	293,652	180,962	6,594,803	
Total NLHF and match eligible costs (Jan 2022 - end of March 2028)	0	0	86,294	534,965	2,077,719	2,848,345	484,189	293,652	180,962	6,506,126	
Potential irrecoverable VAT liability (Phase 3 of project)	46	220	215	1,335	5,290	7,252	1,233	748	461	16,800	
Total Tullie House pre-application Development work	497,326	73,187								570,513	
Total Cost (Project 2 and 3 combined), including VAT, excluding costs spent by Tullie House to RIBA 3	0	616,124	699,319	8,106,183	14,771,718	2,855,597	485,422	294,399	181,423	28,010,185	

9. Primary Scenario - 10-year Forecast

Income and Expenditure Summary 2019/20 – 2029/30

Primary Scenario, Project Tullie Phases Two and Three delivered, 100k annual ticketed visits

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

10. Scenarios and Sensitivity

10.1 Summary of Scenarios

We have examined a range of potential future scenarios in preparing this business plan and in the associated work we have undertaken on the *Project Tullie* capital development plan.

These scenarios look at various delivery options and impacts, all of which have been prepared to the same level of financial detail.

We have included four scenarios in this business plan:

Scenario 1:

- Phases Two and Three of *Project Tullie* goes ahead with completion of the Phase 2 by April 2024 resulting in an increase in visitors to **c.100k ticketed visits per annum**

Scenario 2:

- Phases Two and Three of *Project Tullie* goes ahead with completion of the Phase 2 by April 2024 resulting in an increase in visitors to **c.80k ticketed visits per annum**

Scenario 3:

- Phases Two and Three of *Project Tullie* goes ahead with completion of the Phase 2 by April 2024 resulting in an increase in visitors to **c.60k ticketed visits per annum**

Scenario 4:

- *Project Tullie* Phases Two and Three do not go ahead
- 5% annual decline in visitor numbers following the uplift resulting from the Costume Gallery to **c.46k ticketed visits by 2024/25** with ongoing reductions after this

Scenario 1 is the primary scenario adopted in this business plan

10.2 Sensitivity of the Primary Scenario

Two sensitivity analyses have been undertaken on the income modelled in this plan:

- 1) Based solely on the admission charges
- 2) Based on all income as a whole (including admissions, retail, catering, raised and other grant income).

Both have been applied to the post-*Project Tullie* model (2025/26).

Tullie House has a strong recent history of cost control, and therefore significant expenditure variables are relatively low risk.

The impact of the pandemic has been so significant that any sensitivity analysis of this year and next year would be of limited worth as it is clear that the Museum is not sustainable in these two years without significant additional investment from emergency government support it has received thus far.

Tullie House
Sensitivity Analysis
Post-Project Tullie, Primary Scenario

2025 / 26

Project Tullie

	£
INCOME	
Admission and user charges	632,875
Trading	171,975
Public Sector	1,243,956
Grants and Donations	220,000
Learning Income	41,693
ACE/CBDC recharges	51,500
CBDC	107,630
Bank interest and investments	1,000
Planned Transfers from reserves	52,319
Total income (A)	2,522,947
SPENDING	
Direct operating costs	
Staffing	1,056,877
Exhibitions and Projects	344,890
Utilities, Operational Costs, capital renewal	738,576
Trading	100,758
CBDC	105,047
Capital renewal / contingency	70,000
Non-recoverable VAT	0
Total spending (B)	2,416,148
Operating surplus or deficit (A-B)	106,799

Sensitivity analysis:

(i) TOTAL 'Cover' **106,799**

All income

<i>Negative variance of :-</i>		<i>(i) Cover</i>
3.0%	75,688	31,111
4.2%	106,799	0
7.5%	189,221	(82,422)

Admissions

<i>Negative variance of :-</i>		
10.0%	63,287	43,512
15.0%	94,931	11,868
17%	106,799	0
20.0%	126,575	(19,776)

The level of 'cover' is equal to the projected surplus for the year (including planned transfers from reserves for restricted projects). In this instance (2025-26) this indicates that there are the following levels of sensitivity in this model:

- All income: - 4 %
- Admissions income only: - 17%

4% - 17% suggests moderate sensitivity and risk.

If the combined amount of contingency and capital renewal is also taken into account, the sensitivity would reduce further.

This is evidenced in the scenarios detailed in *10.3 Scenario Planning* below, a sustainable business models at 60k visitors post-*Project Tullie* has been identified. This represents a reduction of 40% in ticket income from the primary 100k visitor scenario, albeit with several operational compromises including reduced programme and staff expenditure.

10.3 Scenario Planning

The range of annual visitor numbers expected at Tullie House following the delivery of *Project Tullie* is presented in a range of scenarios, which takes into consideration:

- Size of local and tourist market
- Potential conversion of Carlisle and Borderlands visitors
- Potential conversion of Carlisle residents

Three post-*Project Tullie* scenarios have modelled in this business plan, together with their respective penetration rates. These scenarios are:

- 100,000 visitors per annum – primary scenario
- 80,000 visitors per annum
- 60,000 visitors per annum

10.3.1 Primary Scenario, Scenario 1, visitor numbers: 100,000 visitors per annum with an initial 5% spike in the first year of opening

We are adopting the 100,000 visitors model as the primary expected model for planning purposes, though all three models have been worked up to the same level of detail to illustrate how the Museum's business model can be flexed downwards to produce a sustainable operation at all three levels.

This primary scenario forms the basis for this business plan as well as the longer-term forecasts that will be required for our major capital funders.

Sections 10.3.3 and 10.3.4 below explain the key changes to income and expenditure in the 80k and 60k models.

The Primary Scenario delivers a surplus of £153k in the first year, which is important in order to:

- Provide an adequate contingency against admissions and trading not meeting expectations.
- Enable the Museum to replenish its reserves following the first phase of *Project Tullie* which will involve deficits of c.£250K - £300k+ in the construction years due to loss of admissions and trading income.
- Enables the Museum to invest in to invest in realising future phases of *Project Tullie*.

In this scenario it is anticipated the surplus in 2024/25 would be utilised to replenish depleted free reserves.

At the level of surplus projected in this scenario, the Museum would achieve targeted free reserves of £400K by 2030, as well as investing 2030 if future phases of *Project Tullie*.

Primary Scenario, opening date of Phase 2: 1st April 2024

An opening date of 1st of April 2024 is proposed for Phase 2 to fit in with the Levelling Up Fund timetable. This has been used in year projections presented.

10.3.2 Scenario 2, 80,000 visitors per annum

The key changes in this model are:

Income

- Reduced admissions ticket and gift aid income
- Reduced catering and retail income
- Total reduction in income in 2025/26 compared to 1000,000 visitor model: c.£156k (7%)

Expenditure

- Reduction in annual ‘additional staff’ budget from £120K to £85K
- Reduction in annual ‘Projects’ budget from £160K to £80K
- Reduced contingency and no capital renewal allowance
- Reduction in amount of surplus contributed to ‘Project Tullie’ reserve for future phases of development, amounting to a reduction of c £220K in that reserve by 2030, compared to the primary scenario.

10.3.3 Scenario 3, 60,000 visitors per annum

The key changes in this model are:

Income

- Reduced admissions ticket and gift aid income
- Reduced catering and retail income
- Total reduction in income in 2024/25 compared to 100,000 visitor model: c.£274k (12%)

Expenditure

- No annual ‘additional staff’ budget
- Further reduction in contingency and no capital renewal allowance
- No surplus contributed to ‘Project Tullie’ reserve for future phases of development.

The Museum will take significantly longer to rebuild its reserves position following the construction phase of *Project Tullie*.

Scenario 3 represents an operating breakeven budget, supported in the early post-opening years by spending down restricted reserves.

10.3.4 Scenario 4, no *Project Tullie* Phases 2 and 3

The key changes in this model are:

Income

- Reduced admissions ticket and gift aid income
- Reduced catering and retail income
- Reduced learning income
- Total reduction in income in 2025/26 compared to 100,000 visitor model: c.£364k+ (15%)

Expenditure

- No additional staff appointed as in the *Project Tullie* go-ahead scenarios
- No contingencies or capital renewal budgets

This scenario shows growing deficits as there is no visitor number increase compared to the other *Project Tullie* go-ahead scenarios.

There is an annual deficit of c.£60K by 2025/26, with larger deficits in earlier years as the Museum responds to Council cuts and the impact of the pandemic.

Reserves will be depleted throughout the period of the business plan, with no clear route to replenishing these without capital investment.

11. Communications Plan

Tullie House (TH) is developing a detailed communications strategy centred around our manifesto, which will support the organisation in fulfilling both its commercial and charitable aims. The strategy will outline key audiences, tools, objectives and actions for the next three years and beyond.

Following the opening of the Costume Collection and throughout the development and delivery phases of *Project Tullie* (PT), effective and impactful communication will be key.

A summary of the communications strategy is presented here.

Objectives (numbers referenced in 'Tools and Actions' table below)

- Increase visitor numbers, reaching a wider range of audiences (1)
- Engage with and share the stories of our community (2)
- Assist with achieving related earned income projections (3)
- Grow hires and business development income streams (4)
- Effective stakeholder communication and engagement (5)
- Develop and strengthen relationships with funders and potential funders, encourage advocacy (6)
- Improve brand personality, identity, perception and awareness (7)
- Effective evaluation and impact assessment (8)

Target Audiences

Visitors

- Day visitors to the Carlisle / North Lakes area
- Staying visitors to Cumbria and the Borderlands
- Families
- Independent adult visitors
- Special interest & tour groups
- Overseas visitors

Locals

- Residents
- Schools and parents
- Community groups
- Underrepresented groups
- Stakeholders and user groups
- Members and patrons
- Local authority
- Business / Corporate

Advocates

- Members and Patrons
- Trusts and Foundations – funders and potential funders
- TH employees, volunteers, Board of Trustees
- Local authorities
- Key influencers
- ACE and other major capital project supporters

Peers

- Specialist audiences
- Other culture and tourism providers in Cumbria and the Borderlands
- Professional colleagues nationally & internationally with shared interest

Tools and Actions

Audience	Actions	Tools	Corresponding objective/s	Year/s
Visitors, locals, advocates, peers	Undertake a brand redevelopment process to create a strong and unique tone of voice and visual identity, which brings the TH manifesto to life and enhances brand perception and awareness	<ul style="list-style-type: none"> - Website - Social media - E-newsletters - Digital and printed marketing & comms material (inc. leaflets, What's On, adverts, Impact Report) - Press releases - Internal & external signage - Photography/video - Staff & volunteer training/behaviour 	1, 2, 3, 4, 5, 6, 7, 8	2021/22 - ongoing
Visitors, locals, advocates, peers	Improve digital engagement and user experience across all TH platforms. Focus resources on development of a new website to drive visitor numbers & grow commercial income streams, share news and stories (crucial during PT closed period), and facilitate deeper engagement with our collections. Ensure on ongoing evaluation	<ul style="list-style-type: none"> - New website, to include improved user experience, collections feature, news & stories pages, strong imagery & video, engaging, clear & concise copy - Twitter, Facebook, Instagram, YouTube (potential to explore TikTok or other relevant channels) 	1, 2, 3, 4, 5, 6, 7, 8	2021/22 - ongoing
Visitors, locals, advocates, peers	Develop TH's personality and tone of voice, so that it reflects our manifesto and varied collection. Tell stories that excite and inspire. Speak and write in a relatable,	<ul style="list-style-type: none"> - Website - Social media & e-newsletter - Press releases/media engagement - Partnerships with relevant local businesses/organisations 	1, 2, 3, 5, 6, 7	2021/22 - ongoing

	welcoming and unique style. Respond to global issues that matter to people and ensure we are a museum for today. Ensure all communications are accessible, welcoming, and accepting of everyone	<ul style="list-style-type: none"> - Advocates & spokespeople - Video/photography - Internal & external signage - Staff practice, policy and behaviours - Printed & digital marketing & comms material 		
Visitors, locals, advocates, peers	Maintain strong and informative communications during the PT closed period. Ensure TH still seems 'alive' and that we regularly update our audiences/stakeholders with news and progress. Build excitement around the project and share our collections in unexpected and ambitious new ways	<ul style="list-style-type: none"> - Website (dedicated PT news section) - Social media - E-newsletters - Press releases/media engagement with local and national press - Photo/video content - Stakeholder and community engagement/consultation (e.g., Pop-up exhibition at local venue) 	1, 2, 3, 4, 5, 6, 7, 8	2022/23 – 2022/24
Visitors, locals, advocates, peers	Grow TH's reputation as a key cultural venue in the north of England. Lead with the strength of our special exhibitions programme and the newly opened Costume Collection. Ensure all communications are ambitious, inspiring and engaging	<ul style="list-style-type: none"> - Partnerships with local businesses/organisations such as Cumbria Tourism, forum memberships (e.g., Lake District China Forum) - National press activity - All digital channels - Bold and impactful printed & digital advertising - Utilising spokespeople - High-profile launch events 	1, 2, 3, 4, 5, 6, 7, 8	2021/22 – ongoing

Locals, advocates	Develop ambitions for TH to be the heartbeat of Carlisle's cultural life. Ensure we listen to our community and share their stories. Use our voice to engage with issues that matter to local people and stand up for underrepresented groups. Regularly share and celebrate news of our work with community groups. Ensure our communications reflect, and are fit for, all the people that we connect with	<ul style="list-style-type: none"> - Local press and media (News & Star, ITV border news, etc.) - National press, focusing on relevant current debates/issues - Social media & E-newsletter - Online & printed resources - Website - Photography/video capturing on-site events & engagement - Advocates & spokespeople - Established school & community distribution channels - Continuing staff training/education 	2, 5, 6, 7	2021/22 – ongoing
Peers, advocates	Further develop TH's reputation as a national and internationally significant organisation, standing at the forefront of museum practice. Utilise our collection and staff expertise to educate, excite and inspire. Establish a culture of sharing and conversation with peers across the cultural sector. Ensure strong relations with key stakeholders and funders through events, news stories and reporting	<ul style="list-style-type: none"> - Produce and distribute Impact Report - Digital networking (Twitter) - Educational and inspiring video content - Website - Include impact and advocacy reporting in annual report and case for support - Press releases/ media engagement for local/national specialist media (Museums Journal, Art Quarterly, etc.) - Senior staff to map out advocacy plan - Showcase staff expertise - Launch events/previews 	4, 3, 5, 6	2021/22 – ongoing

<p>Visitors, locals, advocates, peers</p>	<p>Plan and deliver an impactful and ambitious marketing & communications plan to launch the reopening of the museum following PT and create a buzz around the new experience. Increase visitor numbers, community/learning engagement, and commercial income streams. Establish TH as a cultural hub with something for everyone</p>	<ul style="list-style-type: none"> - Website - Social media (organic & paid) - E-newsletters - Regional/national PR campaign - Investment in bold and impactful advertising (e.g., large billboards at key train stations, leaflets distributed along M6 corridor, window graphics & external banners) - Photography/video - VIP/community spokespeople and advocates - Partner with local businesses/organisations - Familiarisation visits for local businesses/tourism colleagues - Attendance at trade shows 	<p>1, 2, 3, 4, 5, 6, 7, 8</p>	<p>2024</p>
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12. Risk

Methodology

The register methodology adopted for this plan is the 'xy+x' model, which gives greater weighting to impact over likelihood.¹⁵

For example, an event with medium likelihood (3) but low impact (1) scores 4 ((3x1)+1), whereas an event with medium likelihood (3) and high impact (5) scores 20 ((3x5)+5).

Minor risks: Scores under 10 = green

Moderate risks: Scores of 10 -19 = amber

Major risks: Scores of 20 and above = red

		High	5	6	12	18	24	30
		4	5	10	15	20	25	
		3	4	8	12	16	20	
		2	3	6	9	12	15	
		1	2	4	6	8	10	
		Low						
				1	2	3	4	5
				Low	Impact	High		

Risk Register

The risk register that follows adopts this 'xy+x' model and each risk is colour coded as above.

The register relates to risks with the operating business model. A risk register relating to specific risks on the capital project is included in the *Project Tullie* Masterplan and is available on request.

¹⁵ Adopted from *A toolkit for effective risk management*, Kingston Smith

Operational risk register

Risk Identified	Likelihood	Impact	Score	Mitigation/control	Improvements	Action	Review
Visitor numbers							
Targets not met	1	4	8	Detailed market analysis and benchmarking used in establishing prudent targets		Director	Quarterly
				Marketing, communications and advocacy strategies in place	Continue to develop TH brand and rollout in line with Comms Strategy.	Director/Comms	Ongoing
				Cost and activities constantly reviewed to ensure activities correlate with income	Quarterly management accounts and KPIs reviewed by the Board	Director/Finance	Quarterly
Targets exceeded	3	1	4	Detailed sensitivity and market analysis undertaken and benchmarked to establishing realistic targets.	Building in capacity for considerably higher than predicted visitor levels. Business model links success with income, therefore extra resources can be channelled to respond to need for extra maintenance, cleaning, staffing etc....	Director/Finance	Quarterly
Visitor Expectations							
Visitor expectations not met	1	4	8	Planning for quality in all aspects of delivery of offer.	Quality monitoring factored into KPIs for regular review	Director / Head of Strategy & Development / Head of Collections and Engagement	Quarterly
	1	4	8	Maintain breadth of programme across exhibitions and events. Established strong Visitor Experience offer tested with	Monitoring factored into KPIs for regular review	As above	Ongoing and Quarterly

				Community Board.			
	1	4	8	Expectations (particularly around programme) to be managed pre- and post-opening. Ensure programme is on-Brand	Communications Strategy and Brand development work includes being clear about the offer at Tullie House	As above	Ongoing and Quarterly
Communications							
Potential market not aware of Tullie House offer	1	5	10	Communications Strategy to be implemented	Communications strategy across all channels respond to research on how potential visitors find out about TH	Communications	Ongoing. Quarterly Comms update to board
Tullie House has low local profile	1	4	8	Communications Strategy to be implemented and developed with Community Board.	As above	As above	As above
Operations and earned income							
Catering targets not met	2	4	12	Prudent targets, benchmarked against relevant comparators. Partnership with experienced catering provider	Engagement of Trading Co members with specialist skills to advise on management of catering provider and consideration of in-house offer	Director/ Finance/ Trading Company Board	Quarterly
Retail targets not met	2	3	9	Prudent targets, benchmarked against relevant comparators. Staff costs covered by FoH function	Costs and product lines kept under review. Engagement of board member(s) with specialist skills. Be focussed on new Retail Strategy which	Director/ Finance/ Trading Company Board/Head of Collections & Engagement	As above
Development income targets not achieved	3	3	12	Additional fundraising capacity provided. Regular review of development performance.	Costs, especially staff costs, kept under review.	Director/ Board/Head of Strategy & Development	Quarterly

Operational and building costs greater than planned	2	4	12	Allowances have been increased across utilities, maintenance, insurance in response to detailed benchmarking with other organisations. Building designed to environmentally be light touch.	Potential to attribute more resource to this activity in the higher visitor number scenarios should this result in higher costs.	Director/ Finance	Quarterly
Financial management							
Fraud by staff or consultants	1	4	8	Systems in place involving Tullie House staff and external consultants. Rigorous Audit Committee scrutiny.	Systems continually reviewed and activity across all accounts monitored. Cybercrime awareness training undertaken by senior staff.	Director/ Finance/ Audit & Risk Committee	Annual and ongoing
Organisational development and management							
Failure to recruit skilled key staff	2	3	12	Local communication of opportunities Perception that Tullie House is a good employer.	Demonstrate opportunities to develop within roles	Director / Board	ongoing
Key staff leave during capital phase	3	4	16		Organisational and project knowledge spread throughout the organisation and board.	All staff and board.	ongoing
Governance							
Board does not respond to challenges of capital project	1	3	6	Leadership of Chair and Director.	Successfully meeting key project milestones	Chair/ Director	Ongoing
Exhibitions and Learning Programme							
Costs underestimated	1	4	8	Programme costs based on existing delivery model	Programme can be flexed to respond to unexpected costs.	Director / Head of Strategy & Development / Head of Collections and Engagement	Quarterly

Political							
Local Government Review affecting core income	3	4	16	Early engagement with new authority to ensure that there's a strategic approach to supporting culture	Working with partners, e.g., Carlisle Culture and the LEP to embed culture as a strategic priority.	Director / Chair	Quarterly

13. Economic Impact

Tullie House commissioned a 10-year Economic Impact Study to establish the impact of a proposed **£27.5 million capital investment** at the museum on the local, regional and wider economy.

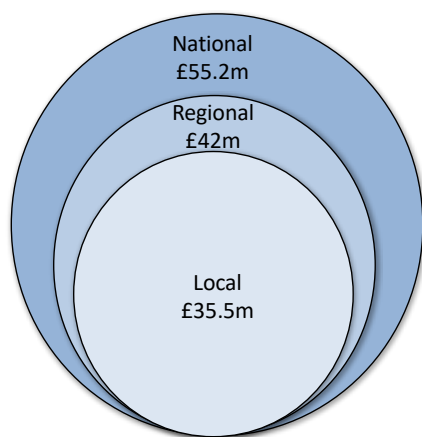
The study assesses the expected impact of the project in terms of volume and value of spend on the local, regional and national economic geographies across several sectors.

The business case for the Project Tullie projects **648,000 ticketed visits to the Museum over the 10-year period** between 2020/21 - 2029/30.

The developments will result in £2.3m of additional operational expenditure at Tullie House over the same period (excluding salary costs) and will directly support 35 FTE jobs in the region, with a further 48 FTE jobs supported in the wider economy (indirect and induced Impact).

In addition, the direct spend on construction through contractors and suppliers, will support approximately 50 construction-related jobs throughout the build process.

The study demonstrates that £146m will be generated over 10 years of the Economic Impact Study (2020/21- 2029/30) through three geographic areas (local, regional and national), as follows:



10 year impact, no project,
2020/21 – 2029/30



10 year impact, project go-ahead
2020/21 – 2029/30,
100,000 ticketed visitors p.a.
Post Project Tullie Phases 2&3

Appendix I: Action Plan 2018-23

NB – This Action Plan should be read in conjunction with the following departmental plans:

- Environmental Action Plan
- Equality & Diversity Action Plan
- Audience Development Plan
- Digital Plan

KEY

	Completed action
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Financial Sustainability					
Aim	Objective 1. Develop an organisational focus on generating greater earned income and delivering efficiency savings			By Whom	By When
Deliverables	1.1	Job descriptions and PRDs need to reflect that staff and trustees are fully engaged in the need to focus organisational effort on income generation.	SLT	Completed	
	1.2a	We will increase admissions to 47,000, a 14% increase on 2017/18. This will be achieved by: <ul style="list-style-type: none"> ○ Rebrand of the Annual Ticket offer to include access to family events; Bespoke marketing campaigns for each exhibition ○ Delivery of exhibition and engagement programmes to target general and cultural tourists linked to our two World Heritage Sites 	SLT	Completed financial year 2019/20	
	1.2b	We will achieve a minimum of 50% of 2019/admissions in 2020/21 (26,928), when permitted to be open <ul style="list-style-type: none"> • By opening Costume Gallery • Temporary exhibition programme 			
	1.3a	Increase admissions income (from 2017/18) by 36% (an increase of £35k) by 2020 and achieve Gift Aid target of £15k	SLT	2020	

	1.3b	Achieve a minimum of 50% 2019/20 admissions income in 2020/21 (£99,198), when permitted to be open		
	1.4	Increase shop income by 3% (an increase of £2k) by 2023 (with no capital investment) and increase (and maintain) average profit margin to 50%	HC&E	March 2023
	1.5	Conduct tendering exercise for new caterers to improve the catering offer and increase turnover from 2020/21	HF&R	October 2019
	1.6	Recover income from schools learning activity to pre-pandemic levels by end of 2022/23 - £28,000	HC&E	March 2023
	1.7	Recover income per year from curatorial research and development (e.g., loans, images, talks) to pre-pandemic levels by 2023 - £8,500	HC&E	March 2023
	1.8	Increase the number of Members to 350 by 2022 and Patrons to 32	HP&D	March 2022
	1.9	Exhibitions programme to contribute to driving footfall, visitor numbers and secondary spend: <ul style="list-style-type: none"> • Programme minimum 3 exhibitions in the Art Gallery per year, each exhibition to have visitor number target • Minimum of 10% of the programme to be externally funded • Develop accompanying events programme to drive footfall to exhibitions 	HP&D	Ongoing
		○ Ensure better collaboration via the Programme Executive Group to ensure greater communication across the organisation		
	1.10	Commit to all actions in the Environmental Plan to reduce our carbon footprint and promote environmental sustainability (see Environmental Action Plan).	HF&R	Ongoing
	1.11	Update Procurement Policy	Dir	March 2020
	1.12	Review the outsourcing of the payroll service and if continuing, go through a procurement process to ensure best value for money.	HF&R	September 2021
	1.13	Create a clear strategy document for the Trading company that focusses on the individual areas of operation and the overall objectives of the Trading subsidiary.	HF&R & HC&E	September 2021

Objective 2.	Improve management information so that the Senior Leadership Team and Management Team can better manage performance		By Whom	By When
	2.1	Ensure that the Senior Leadership Team review KPIs monthly and disseminate key KPIs throughout the organisation	SLT	Ongoing
	2.2	Procure and implement new CRM system that is fit for purpose, maintained and effective communication with supplier is adhered to.	SLT	June 2021
	2.3	Ensure that the Trust uses its Audience Development Plan to drive up admissions, memberships and earned income to ensure we achieve targets in 1.2	HC&E & HP&D	Reviewed and updated annually
	2.4	As part of CMC, we will fulfil our survey requirements for the Audience Finder prog (380) and the Impact and Insights evaluation programme (four in 2019/20)	HC&E	Review and update annually
	2.5	Review Emergency Plan by end of September 2021 and disseminate	SLT	September 2021

Objective 3.	Secure funding to initiate a programme of capital developments designed to generate a significant increase in earned income		By Whom	By When
	3.1	Produce a comprehensive Masterplan showing the development potential of the site over a 15-year period	Dir & HP&P	September 2019
	3.2	Deliver DCMS / Wolfson funded Costume Gallery as Phase 1a of Project Tullie Masterplan, including securing additional funding from other sources (e.g., LEP, Garfield Weston)	Dir, HP&P, HC&E	March 2020
	3.3	Submit capital funding applications to HLF for Phase I of Masterplan	Dir & HP&D	November 2019
	3.4	Continue to undertake a programme of gallery refreshes using restricted reserves: Origins Gallery, Formations Display, new Social History Display	HC&E	March 2019
	3.5	Complete WallCAP and Social History gallery refreshes	HC&E	End of 2021/22
	3.6	Submit applications to and (if possible) secure funding from the following external sources for Phase 1 of Project Tullie: <ul style="list-style-type: none"> • Future High Streets • Town Deal • Borderlands Growth Deal • National Lottery Heritage Fund (TBC) 	Dir & HP&D	March 2022

		<ul style="list-style-type: none"> LEP Growth Fund 		
	3.7	Open Costume Gallery as Phase 1a of Project Tullie to contribute 3,500 visitors towards the annual target of 26,928 visitors, and £21,824 towards admissions income target of £99,198.	SLT	March 2022

Objective 4.	Actively increase income from trusts, foundations, individuals and corporates		By Whom	By When
	4.1	Produce Fundraising Strategies for 2020 -2022 to focus on identifying funding opportunities, develop key stakeholder relationships, explore partnership opportunities and support/promote/strengthen charitable messaging. Produce separate fundraising strategy for Project Tullie.	HP&P	March 2020
	4.1b	Review Fundraising strategy for March 2022		March 2022
	4.2	Secure funding to undertake the following curatorial projects: <ul style="list-style-type: none"> Apply to Designation Development Fund for additional capacity and project funding within the natural Sciences collection Use Curatorial Trainee post to generate income and increase collections access by April 2020 	HC&E	June 2019
	4.3	Work with our Trustees to develop our capacity to raise more income from fundraising, aiming to raise £100k of contributed income by March 2023	Dir & HP&D	March 2023

Aim	Community Engagement			
Objective 5.	Focus on developing greater engagement with the Carlisle community		By Whom	By When
Deliverables	5.1	Across CMC deliver targeted activity programmes for 0-5s in response to high demand and identified potential for growth, with a 5% increase annually on the 18-19 baseline	HC&E	2022

	5.2	Ensure access and inclusivity is at the heart of our spaces and programmes: <ul style="list-style-type: none"> ○ Undertake an audit of our galleries/spaces to identify possible barriers to access. ○ All staff to attend diversity awareness training. ○ Explore new, inclusive approaches to interpreting collections in 18-19 and embed in 19-20. ○ Trial 'relaxed' craft sessions for families with children with SEND ○ Contribute to CMC target of increasing diversity of groups involved in developing exhibitions by 20% by 2022 	HC&E	March 2020
	5.2b	Commit to all actions in the Equality & Diversity Plan to embed equality and diversity principles across all departments and activity areas (see Equality & Diversity Plan).	HC&E	Ongoing
	5.3	Develop co-production with our communities and embed the Creative Case for Diversity within the organisation. <ul style="list-style-type: none"> ● Actively participate in the cross-CMC Creative Case Action Group ● Quarterly meetings of the TH Equality & Diversity Team ● Embed CCD within all exhibitions in the Temporary programme ● Continue to offer diverse artist response opportunities in partnership with Prism Arts ● Develop ongoing programme of gallery updates using the TH collections and principles of co-creation & CCD ● As part of CMC, share CCD learning and outcomes with museums across Cumbria 	HC&E and HP&D	Ongoing
	5.5	Ensure Collections Management procedures are followed to the highest standards, working towards Level 4 requirements of Accreditation, with the aim of increasing accessibility of collections. Achieve Level 3 and create plan for achieving Level 4 by end of March 2023	HC&E	March 2023
	5.6	Deliver Designation Development Fund project, including associated collections management and public engagement objectives	HC&E	March 2023
	5.7	Develop Contemporary Collecting Programme to acquire and develop collections in partnership with local people, donors and grant giving bodies, including the development of a sector conference	HC&E	December 2019
	5.7b	Continue to embed contemporary collecting across disciplines: <ul style="list-style-type: none"> ● Develop Contemporary Art Collecting Policy ● Review Collections Development Policy to ensure contemporary collecting is featured throughout ● Work with the Tullie House Community Board to develop contemporary policies and initiatives 	HC&E	March 2022

	5.8	Contribute to the production of high-quality publications which will support greater understanding of collections <ul style="list-style-type: none"> • Academic research • Publications relating to collections (2 by 2022) • Hosting and speaking at curatorial conferences 	HC&E	2022
	5.9	Respond to national events and campaigns via social media and our programme	HP&D and HC&E	Ongoing
	5.10	Review, develop and implement of Social Media strategy, including social media voice	HP&D and HC&E	June 2021
	5.11	Support contemporary artists to offer fresh perspectives on our sites and collections, subject to resources. Minimum of one per year	HP&D and HC&E	Ongoing
	5.12	Create and deliver programmes that increase the number and range of school pupils engaging with the museum with a 5% annual increase on 18-19 baselines	HC&E	March 2020
	5.12b	Recover to preC-19 levels of engagement with schools by end of 2022/23 – 15,688 pupil count		March 2023
	5.13	Extend Arts Award provision, contributing to reaching the CMC target of increasing the number of Arts Awards achieved annually by 27% from 776 to 985 by 2022	HC&E	March 2022
	5.14a	Explore the development of a Carlisle LCEP as part of Carlisle Culture programme	HC&E	March 2020
	5.14b	Set up Carlisle LCEP and transfer Chair responsibilities to another organisation	HC&E	June 2021
	5.15	Deliver ACE funded programme of activity and participation for Young People at 300 participation days annually and deliver the HLF funded Hope Streets programme (ongoing to 2022).	HC&E	Ongoing
	5.16	Deliver targeted activity programmes for families, increasing engagement by family members at 5% annually from 18-19 baselines.	HC&E	2022
	5.16b	Recover to preC-19 levels of engagement for families by end of 2022/23 – 10,800 engagements	HC&E	March 2023

	5.17a	Expand and develop our digital offer as part of CMC: <ul style="list-style-type: none"> ○ Pilot and deliver programme of virtual assemblies for teachers. ○ Support cross-departmental digital team to drive digital ambition and increase captured content (filming and live-streaming artists and curator talks etc). ○ Increase work with artists who create digital work (i.e. Creative Content), conducting scoping exercises and defining best practice by end of 2019 and a pilot project by end of 2022 ○ Deliver digital project with YP group ○ Ensure each exhibition features an element of creative media 	HC&E and HP&D	March 2020
	5.17b	Commit to all actions in the Digital Plan to embed digital activity across the organisation and engage greater numbers of our community digitally (see Digital Plan).	HC&E and HP&D	Ongoing
	5.18	Create Volunteer Strategy and explore opportunities for funding with CVS to create Volunteer Coordinator post	HC&E & Dir	March 2020
	5.18b	Increase the number of active volunteers to 80 by end of 2021/22 (50 gallery engagers, 30 BOH) <ul style="list-style-type: none"> ● Volunteer Policy, Handbook and Procedures to be presented to all staff. ● Volunteer activity to be mapped and needs analysis for each department carried out. ● Carry out recruitment campaign for Gallery Engagers, working with Community & Young People Coordinators to encourage diversity of applications. ● New volunteer opportunities identified and planned across all departments. ● Use 2021/22 Volunteer Hours and number of Active Volunteers as baseline for 2022/23 targets 	HC&E	March 2022

Objective 6.	Continue to work with hard-to-reach groups within Carlisle and surrounding area	By Whom	By When
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	6.1	<p>Successfully deliver the Thriving Communities (ACE funded) programme on time and on budget:</p> <ul style="list-style-type: none"> • Oversee reporting and delivery of all partner activity • Deliver upscaled Afternoon at the Museum sessions • Pilot Tullie on Tour programme • Support development of the 'Inside Out' pilot programme • Deliver 2 x Social Prescribing seminars • Carry out all admin/evaluation responsibilities as lead applicant 	HC&E	March 2022
	6.2	<p>Develop community and arts engagement with underrepresented groups</p> <ul style="list-style-type: none"> • Continue to work with vulnerable adults, with a target of 600 participation days annually • Be active participants in the Carlisle Dementia Action Alliance and assist Carlisle's aspiration to become a Dementia Friendly City • Projects will be developed with artists from diverse backgrounds • Support exhibitions team to deliver a CCD project for each major exhibition • Continue to deliver Tullie Textiles and Accessible Art Group on a monthly basis • Programme and deliver 3-4 exhibitions in the Community Gallery per year • Deliver programme of activity for the Secret Garden over Summer 2021 	HC&E	Ongoing
	6.3	<p>Participate in the Of/By/For ALL programme:</p> <ul style="list-style-type: none"> • Steer cross-departmental group of staff on the project • Identify and engage with community of interest • Communicate project outcomes internally and externally to key stakeholders 	HC&E	March 2022

Objective 7.	Strengthening our Hadrian's Wall offer		By Whom	By When
	7.1a	<p>Promote and champion links with Hadrian's Wall Partnership through building visitor awareness via internal and external marketing and communications</p> <ul style="list-style-type: none"> • Remain a key partner in the Hadrian's Wall Partnership • Develop British Museum links in the interpretation of the Roman Frontier Gallery 	Dir, HP&D & HC&E	Ongoing

	7.1b	Ensure we maximize the impact of the UNESCO World Heritage brand, including installation of UNESCO signs	Dir, HP&D	May 2021
	7.2	Participate in key Hadrian's Wall initiatives and bodies: <ul style="list-style-type: none"> • Hadrian's Wall Partnership Board (AM) • 1900 celebrations • Sub groups: Learning & Interpretation (AS), Marketing (CO), Curators (EP), Learning Forum (Learning Team), Volunteers (KA) 	SLT	Ongoing
	7.3	Work with partners to further develop the China-UK Wall to Wall initiative between Hadrian's Wall and the Great Wall, including signing up to the Great China Welcome	Dir, HP&P & HC&E	Ongoing

Objective 8.	Develop international audiences from China or with communities interested in Chinese culture		By Whom	By When
	8.1	Bring world class collections to Cumbria from China and see collections shared internationally	HP&P and HC&E	March 2020
	8.2	Work with local partners / initiatives to attract more international visitors from American and Far East Markets <ul style="list-style-type: none"> • Develop guided tours in Mandarin by end 2019 • Work with Carlisle City Council on the England Originals aimed at the American market • Continue to attend Historic Quarter Meetings 	Dir, DD & HP&P. HC&E	Ongoing
	8.3	Continue to develop the Chinese Engagement Programme in partnership with the Confucius Institute, specifically schools and families programming.	HC&E	Ongoing

Appendix II: Detailed income and expenditure accounts

Scenario 1: 100,000 visits per annum, Phases Two and Three of Project Tullie delivered

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction	Phase 2					
			Completed	Closed	Completion					
			Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening					
Covid	Covid	NLHF dev	2%	2%	2%	2%	2%	2%	2%	2%
1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	
Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café only):	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	264,932	262,235	264,423	266,502	268,477	270,353
Income										
Grants (Public)										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Exhibition Tax Relief (HMRC)	84,340	16,000	5,000		20,000	20,000	20,000	20,000	20,000	20,000
Grants (core) subtotal	1,407,504	1,294,851	1,159,836	1,187,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623
Other Grants and Sponsorship										
HLF Resilience	0	0	0	0	0	0	0	0	0	0
Cumbria County Council	0	0	0	0	0	0	0	0	0	0
Headley Trust	0	0	0	0	0	0	0	0	0	0
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Donations	58,446	14,160	5,000	0	15,000	20,000	25,000	30,000	30,000	30,000
Other grants & sponsorship subtotal	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid Grants	697,787	41,602		0	0	0	0	0	0	0
Admissions										
Admissions Income (Incl Gift Aid & Memberships, net of V	25,501	79,198	49,826	0	576,090	548,657	587,847	627,037	627,037	627,037
Gift Aid	3,782	7,793	3,986	0	50,104	47,718	51,126	54,535	54,535	54,535
Tullie Card	0	0	0	0	0	0	0	0	0	0
Membership	4,309	6,450	2,329	0	6,000	6,000	6,000	6,000	6,000	6,000
Admissions subtotal	33,592	93,441	56,141	0	632,194	602,375	644,973	687,571	687,571	687,571
Trading (net income)										
Retail	2,865	11,055	7,781	0	70,875	72,000	74,250	78,200	82,250	86,400
Catering	(4,534)	9,000	9,175	0	66,623	74,737	79,129	83,548	87,993	90,920
Events	1,818	9,000	7,012	0	20,566	25,238	30,902	35,560	40,212	44,856
Monday alternative and other	205	418	0	0	0	0	0	0	0	0
Trading (net of direct costs) subtotal	354	29,473	23,968	0	158,064	171,975	184,281	197,309	210,455	222,176
Learning income	2,656	20,230	11,366	0	20,438	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges Contribution										
ACE	38,000	38,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Subtotal Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,333,316	2,362,998	2,443,448	2,525,020	2,559,521	2,593,014
CBDC income (gross)										
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,438,878	2,470,628	2,553,177	2,636,880	2,673,545	2,709,235

Summary: Project Tullie Scenario 1

100K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café only):	26,673	100,000	79,000	0	159,932	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	105,000	100,000	100,000	100,000	100,000	100,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	264,932	262,235	264,423	266,502	268,477	270,353
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	816,000	832,320	848,966	865,946	883,265
Core salaries offset by capital funding	0	(59,715)	(127,829)	(81,929)	0	0	0	0	0	0
Additional Development, Marketing, Exhibitions Staff	0	0	0	0	120,000	122,400	124,848	127,345	129,892	132,490
Additional hours	43,289	30,800	28,281	0	60,000	61,200	62,424	63,672	64,946	66,245
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	20,000	12,989	13,248	13,513	13,784	14,059	14,341
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CIRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	989,568	854,676	830,390	1,036,154	1,056,877	1,078,015	1,099,575	1,121,567	1,143,998
Exhibitions and Projects										
Projects (Community, Gallery, etc)	63,376	306,333	60,000	80,000	80,000	120,000	120,000	160,000	160,000	160,000
Project Tullie	0	580,000	100,000	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Temporay Exhibitions	9,481	52,400	20,000	0	60,000	80,000	80,000	120,000	120,000	120,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	1,163,552	324,890	224,890	284,890	344,890	344,890	424,890	424,890	424,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Trading										
Salaries	6,776	15,423	8,500	0	65,108	66,410	67,738	69,093	70,475	71,884
Operational costs	4,708	15,850	9,485	0	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital renewal allowance	0	0	0	0	0	25,000	25,000	25,500	26,010	26,530
Contingency	0	0	0	0	0	45,000	45,900	50,000	51,000	52,020
Total Museum expenditure	1,605,118	2,794,033	1,818,429	1,690,381	2,182,532	2,311,101	2,347,168	2,468,548	2,507,873	2,547,864
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,892,070	1,918,166	1,791,853	2,285,774	2,416,148	2,454,056	2,577,313	2,618,553	2,660,499
Surplus (Deficit)										
	948,810	(1,013,507)	(308,533)	(248,988)	153,104	54,480	99,121	59,567	54,992	48,736
Planned transfer from restricted reserves		295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves		610,591	68,318	68,546	27,751	(2,583)	(82,841)	(113,094)	(108,343)	(98,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	235,757	106,799	71,182	1,375	1,551	3,075
Free reserves	402,161	295,021	109,708	(15,832)	219,925	326,724	397,906	399,280	400,831	403,906

Scenario 2: 80,000 visits per annum, Phases Two and Three of Project Tullie delivered

Summary: Project Tullie Scenario 2

80K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
Inflation	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
Compounded	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	79,000	0	162,678	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	84,000	80,000	80,000	80,000	80,000	80,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	243,932	242,235	244,423	246,502	248,477	250,353
Income										
Grants (Public)										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Exhibition Tax Relief (HMRC)	84,340	16,000	5,000	0	20,000	20,000	20,000	20,000	20,000	20,000
Grants (core) subtotal	1,407,504	1,294,851	1,159,836	1,187,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623
Other Grants and Sponsorship										
HLF Resilience	0	0	0	0	0	0	0	0	0	0
Cumbria County Council	0	0	0	0	0	0	0	0	0	0
Headley Trust	0	0	0	0	0	0	0	0	0	0
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Donations	58,446	14,160	5,000	0	15,000	20,000	25,000	30,000	30,000	30,000
Other grants & sponsorship subtotal	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid Grants	697,787	41,602								
Admissions										
Admissions Income (net of VAT)	25,501	79,198	49,826	0	460,872	438,926	470,277	501,629	501,629	501,629
Gift Aid	3,782	7,793	3,986	0	40,083	38,174	40,901	43,628	43,628	43,628
Tullie Card	0	0	0	0	0	0	0	0	0	0
Membership	4,309	6,450	2,329	0	0	7,000	7,000	7,000	7,000	7,000
Admissions subtotal	33,592	93,441	56,141	0	500,955	484,100	518,179	552,257	552,257	552,257
Trading (net income)										
Retail	2,865	11,055	7,781	0	39,375	40,000	41,250	44,200	47,250	50,400
Catering	(4,534)	9,000	9,175	0	61,342	69,037	73,144	77,454	81,978	86,727
Events	1,818	9,000	7,012	0	24,651	25,144	25,646	26,159	26,683	27,216
Monday alternative and other	205	418	0	0	0	0	0	0	0	0
Trading (net of direct costs) subtotal	354	29,473	23,968	0	125,367	134,181	140,040	147,813	155,911	164,343
Learning income	2,656	20,230	11,366	0	40,875	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges Contribution										
ACE	38,000	38,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Subtotal Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,189,819	2,206,929	2,272,413	2,340,211	2,369,663	2,399,868
CBDC income (gross)										
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,295,381	2,314,559	2,382,141	2,452,070	2,483,687	2,516,088

Summary: Project Tullie Scenario 2

80K ticketed visits

Phases 2 and 3 delivered

LUF timescale

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction	Phase 2					
				Closed	Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
Inflation	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
Compounded	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	79,000	0	162,678	162,235	164,423	166,502	168,477	170,353
Ticketed visitors:	5,898	26,000	16,756	0	84,000	80,000	80,000	80,000	80,000	80,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	243,932	242,235	244,423	246,502	248,477	250,353
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	816,000	832,320	848,966	865,946	883,265
Core salaries offset by capital funding	0	(59,715)	(127,829)	(81,929)	0	0	0	0	0	0
Additional Development and Marketing Staff	0	0	0	0	85,000	86,700	88,434	90,203	92,007	93,847
Additional hours	43,289	30,800	28,281	0	60,000	61,200	62,424	63,672	64,946	66,245
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	20,000	12,000	12,000	12,000	12,000	12,000	12,000
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CJRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	989,568	854,676	830,390	1,000,166	1,019,929	1,040,088	1,060,649	1,081,622	1,103,015
Exhibitions and Projects										
Projects	63,376	306,333	60,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Project Tullie	0	580,000	100,000	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Exhibitions and Projects post 19/20	9,481	52,400	20,000	0	60,000	80,000	80,000	120,000	120,000	120,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	1,163,552	324,890	224,890	284,890	304,890	304,890	344,890	344,890	344,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Trading										
Salaries	6,776	15,423	8,500	0	65,108	66,410	67,738	69,093	70,475	71,884
Operational costs	4,708	15,850	9,485	0	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital renewal allowance	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	20,000	20,400	20,808	21,224	21,649
Total Museum expenditure	1,605,118	2,794,033	1,818,429	1,690,381	2,146,544	2,184,153	2,218,741	2,294,930	2,332,142	2,369,979
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,892,070	1,918,166	1,791,853	2,249,786	2,289,199	2,325,629	2,403,695	2,442,823	2,482,614
Surplus (Deficit)	948,810	(1,013,507)	(308,533)	(248,988)	45,595	25,359	56,512	48,375	40,864	33,475
Planned transfer from restricted reserves		295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves		610,591	68,318	68,546	27,751	(2,583)	(2,841)	(23,094)	(73,343)	(83,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	128,248	77,679	108,574	80,183	22,423	2,813
Free reserves	402,161	295,021	109,708	(15,832)	112,416	190,094	298,668	378,851	401,274	404,087

Scenario 3: 60,000 visits per annum, Phases Two and Three of Project Tullie delivered

Summary: Project Tullie Scenario 3

60K ticketed visits

Phases 2 and 3 delivered

LUF timescale	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
	Covid	Covid	NLHF dev	Ph. 3 Delivery	Ph. 3 Delivery	Ph. 3 opening				
	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	79,000	0	154,932	157,235	159,423	161,502	163,477	165,353
Ticketed visitors:	5,898	26,000	16,756	0	65,000	60,000	60,000	60,000	60,000	60,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	219,932	217,235	219,423	221,502	223,477	225,353
Income										
Grants (Public)										
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Exhibition Tax Relief (HMRC)	84,340	16,000	5,000	0	20,000	20,000	20,000	20,000	20,000	20,000
Grants (core) subtotal	1,407,504	1,294,851	1,159,836	1,187,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623
Other Grants and Sponsorship										
HLF Resilience	0	0	0	0	0	0	0	0	0	0
Cumbria County Council	0	0	0	0	0	0	0	0	0	0
Headley Trust	0	0	0	0	0	0	0	0	0	0
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Donations	58,446	14,160	5,000	0	15,000	20,000	25,000	30,000	30,000	30,000
Other grants & sponsorship subtotal	315,949	227,483	205,000	200,000	215,000	220,000	225,000	230,000	230,000	230,000
Covid Grants	697,787	41,602								
Admissions										
Admissions Income (Incl Gift Aid & Memberships, net of VAT)	25,501	79,198	49,826	0	356,627	329,194	352,708	376,222	376,222	376,222
Gift Aid	3,782	7,793	3,986	0	31,017	28,631	30,676	32,721	32,721	32,721
Tullie Card	0	0	0	0	0	0	0	0	0	0
Membership	4,309	6,450	2,329	0	6,000	6,000	6,000	6,000	6,000	6,000
Admissions subtotal	33,592	93,441	56,141	0	393,644	363,825	389,384	414,943	414,943	414,943
Trading (net income)										
Retail	2,865	11,055	7,781	0	48,750	48,000	49,500	51,000	52,500	54,000
Catering	(4,534)	9,000	9,175	0	68,157	63,337	67,159	71,170	75,380	79,799
Events	1,818	9,000	7,012	0	24,651	25,144	25,646	26,159	26,683	27,216
Monday alternative and other	205	418	0	0	0	0	0	0	0	0
Trading (net of direct costs) subtotal	354	29,473	23,968	0	141,558	136,481	142,305	148,329	154,562	161,015
Learning income	2,656	20,230	11,366	0	40,875	41,693	42,527	43,377	44,245	45,130
Talks and other income/charges	2,478	7,665	2,305	5,000	29,902	30,500	31,110	31,732	32,367	33,014
Interest and investments	6,772	7,500	3,000	500	500	1,000	1,500	2,000	2,500	3,000
Central Charges Contribution										
ACE	38,000	38,000	38,500	38,500	38,500	38,500	38,500	38,500	38,500	38,500
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Subtotal Central Charges	38,000	51,000	51,500	51,500	51,500	51,500	51,500	51,500	51,500	51,500
Total Museum income	2,505,092	1,773,245	1,513,115	1,444,840	2,098,698	2,088,954	2,145,883	2,203,412	2,231,000	2,259,225
CBDC income (gross)										
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221
Total income	2,642,948	1,878,563	1,609,633	1,542,865	2,204,260	2,196,584	2,255,612	2,315,272	2,345,024	2,375,446

Summary: Project Tullie Scenario 3
60K ticketed visits
Phases 2 and 3 delivered

LUF timescale	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
			6m closure	Construction Closed	Phase 2 Completion					
Covid	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	79,000	0	154,932	157,235	159,423	161,502	163,477	165,353
Ticketed visitors:	5,898	26,000	16,756	0	65,000	60,000	60,000	60,000	60,000	60,000
Learning / community ticketed visitors:	2,801	7,341	11,000	0	0	40,000	40,000	40,000	40,000	40,000
Total users + ticketed visitors:	32,571	126,000	95,756	0	219,932	217,235	219,423	221,502	223,477	225,353
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	816,000	832,320	848,966	865,946	883,265
Core salaries offset by capital funding	0	(59,715)	(127,829)	(81,929)	0	0	0	0	0	0
Additional Development and Marketing Staff	0	0	0	0	0	0	0	0	0	0
Additional hours	43,289	30,800	28,281	0	60,000	61,200	62,424	63,672	64,946	66,245
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	20,000	12,000	12,000	12,000	12,000	12,000	12,000
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CIRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	989,568	854,676	830,390	915,166	933,229	951,654	970,447	989,616	1,009,168
Exhibitions and Projects										
Projects	63,376	306,333	60,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Project Tullie	0	580,000	100,000	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Exhibitions and Projects post 19/20	9,481	52,400	20,000	0	60,000	80,000	80,000	120,000	120,000	120,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	1,163,552	324,890	224,890	284,890	304,890	304,890	344,890	344,890	344,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	45,000	75,000	76,500	78,030	79,591	81,182	82,806
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	55,000
Professional Fees & Insurance	32,672	51,950	45,000	45,000	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	20,000	15,000	45,000	46,000	47,000	48,000	49,000	50,000
General Office Expenses	8,945	19,300	20,000	20,000	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	45,000	65,000	60,000	60,000	60,000	60,000	60,000
Training	3,232	10,000	0	10,000	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	25,000	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	1,689	0	8,641	8,230	8,818	9,406	9,406	9,406
Subtotal operational expenditure	342,398	474,640	485,879	500,100	597,706	570,576	579,590	588,754	597,481	606,362
Trading										
Salaries	6,776	15,423	8,500	0	65,108	66,410	67,738	69,093	70,475	71,884
Operational costs	4,708	15,850	9,485	0	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	17,985	0	98,782	100,758	102,773	104,828	106,925	109,064
Capital renewal allowance	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	15,000	15,000	15,000	15,000	10,000	10,000
Total Museum expenditure	1,605,118	2,794,033	1,818,429	1,690,381	2,061,544	2,092,453	2,124,907	2,198,919	2,228,911	2,264,484
CBDC Costs										
CBDC Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBDC Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,892,070	1,918,166	1,791,853	2,164,786	2,197,499	2,231,795	2,307,684	2,339,592	2,377,118
Surplus (Deficit)	948,810	(1,013,507)	(308,533)	(248,988)	39,474	(916)	23,817	7,587	5,432	(1,673)
Planned transfer from restricted reserves	0	295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves	0	610,591	68,318	68,546	27,751	(2,583)	(2,841)	(3,094)	(3,343)	(3,586)
Final position after planned transfer from/to reserves	948,810	(107,140)	(185,313)	(125,540)	122,127	51,404	75,878	59,395	56,991	47,666
Free reserves	402,161	295,021	109,708	(15,832)	106,295	157,699	233,577	292,972	349,963	397,629

Scenario 4: No Project Tullie

Summary: Project Tullie Scenario 4 No Project Tullie

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
	Covid		Covid								
Inflation	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%	
Compounded	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17	
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	172,489	155,507	155,932	156,235	156,423	156,502	156,477	156,353	
Ticketed visitors:	5,898	26,000	33,511	48,493	46,068	43,765	41,577	39,498	37,523	35,647	
Learning / community ticketed visitors:	2,801	7,341	11,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
Total users + ticketed visitors:	32,571	126,000	206,000	204,000	202,000	200,000	198,000	196,000	194,000	192,000	
Income											
Grants (Public)											
Carlisle City Council Management fee	903,772	864,961	740,946	773,950	791,829	810,066	828,667	847,641	866,993	886,733	
ACE NPO	405,392	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	399,890	
NPO admin recharge to partners	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	
Exhibition Tax Relief (HMRC)	84,340	16,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Grants (core) subtotal	1,407,504	1,294,851	1,174,836	1,207,840	1,225,719	1,243,956	1,262,557	1,281,531	1,300,883	1,320,623	
Other Grants and Sponsorship											
HLF Resilience	0	0	0	0	0	0	0	0	0	0	
Cumbria County Council	0	0	0	0	0	0	0	0	0	0	
Headley Trust	0	0	0	0	0	0	0	0	0	0	
DCMS Wolfson (Costume Gallery)	0	0	0	0	0	0	0	0	0	0	
LEP / Garfield Weston	0	0	0	0	0	0	0	0	0	0	
Other grants	257,503	213,323	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Donations	58,446	14,160	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Other grants & sponsorship subtotal	315,949	227,483	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	
Covid Grants	697,787	41,602									
Admissions											
Admissions Income (net of VAT)	25,501	79,198	99,652	228,052	220,982	214,132	207,494	201,061	194,828	188,789	
Gift Aid	3,782	7,793	7,972	19,834	19,219	18,624	18,046	17,487	16,945	16,419	
Tullie Card	0	0	0	0	0	0	0	0	0	0	
Membership	4,309	6,450	4,657	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Admissions subtotal	33,592	93,441	112,281	252,886	245,201	237,755	230,540	223,548	216,773	210,208	
Trading (net income)											
Retail	2,865	11,055	15,561	31,500	32,130	32,773	33,428	34,097	34,779	35,474	
Catering	(4,534)	9,000	18,351	27,500	28,050	28,611	29,183	29,767	30,362	30,969	
Events	1,818	9,000	14,025	27,000	27,540	28,091	28,653	29,226	29,810	30,406	
Monday alternative and other	205	418	0	0	0	0	0	0	0	0	
Trading (net of direct costs) subtotal	354	29,473	47,936	86,000	87,720	89,474	91,264	93,089	94,951	96,850	
Learning income	2,656	18,511	37,000	37,740	38,495	39,265	40,050	40,851	41,668	42,501	
Talks and other income/charges	2,478	9,382	13,796	14,072	14,353	14,640	14,933	15,232	15,536	15,536	
Interest and investments	6,772	7,500	6,000	5,500	5,300	5,200	5,150	5,100	5,000	4,900	
Central Charges Contribution											
ACE	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	
CBDC	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	
Subtotal Central Charges	38,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	
Total Museum income	2,505,092	1,773,243	1,652,849	1,865,038	1,877,789	1,891,290	1,905,494	1,920,350	1,935,812	1,951,619	
CBDC income (gross)											
Income	103,355	73,868	75,346	76,853	78,390	79,958	81,557	83,188	84,852	86,549	
CBDC trading profit	34,501	31,450	21,172	21,172	27,172	27,672	28,172	28,672	29,172	29,672	
Subtotal CBDC income	137,856	105,318	96,518	98,025	105,562	107,630	109,729	111,860	114,024	116,221	
Total income	2,642,948	1,878,561	1,749,367	1,963,062	1,983,350	1,998,920	2,015,222	2,032,210	2,049,835	2,067,839	

Summary: Project Tullie Scenario 4
No Project Tullie

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Inflation Compounded										
		0%	0%	2%	2%	2%	2%	2%	2%	2%
	1.00	1.00	1.02	1.04	1.06	1.08	1.10	1.13	1.15	1.17
	Actual	Projection	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Users (visitors who are non-ticket buyers, e.g. café/shop only):	26,673	100,000	172,489	155,507	155,932	156,235	156,423	156,502	156,477	156,353
Ticketed visitors:	5,898	26,000	33,511	48,493	46,068	43,765	41,577	39,498	37,523	35,647
Learning / community ticketed visitors:	2,801	7,341	11,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Total users + ticketed visitors:	32,571	126,000	206,000	204,000	202,000	200,000	198,000	196,000	194,000	192,000
Expenditure										
Staffing										
Salaries (Trust only) and on costs	858,623	958,464	900,000	850,000	800,000	760,734	759,346	757,929	756,485	755,011
Core salaries offset by capital funding	0	0	0	0	0	0	0	0	0	0
Additional Development and Marketing Staff	0	0	0	0	0	0	0	0	0	0
Additional hours	43,289	30,800	53,000	54,060	55,141	56,244	57,369	58,516	59,687	60,880
ACE MPM/NPO salaries	40,676	55,019	41,490	42,319	43,166	44,029	44,910	45,808	46,724	47,658
Travel and subsistence	1,597	5,000	12,734	12,989	13,248	13,513	13,784	14,059	14,341	14,627
Restructure allowance (one off)	0	0	0	0	0	0	0	0	0	0
Pension rebate & NI allowance	0	0	0	0	0	0	0	0	0	0
CJRS income	0	0	0	0	0	0	0	0	0	0
Subtotal staffing expenditure	944,185	1,049,283	1,007,224	959,368	911,555	874,521	875,408	876,313	877,236	878,177
Exhibitions and Projects										
Projects	63,376	306,333	60,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Project Tullie	0	300,000	0	0	0	0	0	0	0	0
Costume Gallery	0	0	0	0	0	0	0	0	0	0
Exhibitions and Projects post 19/20	9,481	52,400	45,000	45,000	50,000	50,000	50,000	50,000	50,000	50,000
ACE / CMC Expenditure	103,796	224,819	144,890	144,890	144,890	144,890	144,890	144,890	144,890	144,890
Subtotal exhibitions and projects expenditure	176,653	883,552	249,890	269,890	274,890	274,890	274,890	274,890	274,890	274,890
Utilities	130,398	135,000	135,000	135,000	165,000	168,000	171,000	175,000	180,000	185,000
Operational Expenditure										
Rent & Business rates	19,300	33,100	98,979	100,358	101,765	103,201	104,665	106,158	107,681	109,235
Equipment & Materials	29,136	29,500	29,580	30,172	30,775	31,391	32,018	32,659	33,312	33,978
Security & Maintenance	41,926	56,900	45,000	58,000	62,000	65,000	68,000	70,000	72,000	75,000
Depreciation	112,897	120,000	120,000	120,000	85,000	55,000	55,000	55,000	55,000	53,000
Professional Fees & Insurance	32,672	51,950	45,000	68,023	69,384	70,772	72,187	73,631	75,103	76,605
IT Services	44,441	45,000	43,697	44,571	45,462	46,371	47,299	48,245	49,210	50,194
Cleaning	19,076	42,400	44,000	44,880	45,778	46,693	47,627	48,580	49,551	50,542
General Office Expenses	8,945	19,300	20,000	25,151	25,654	26,167	26,690	27,224	27,768	28,324
Marketing & Fundraising	3,547	46,500	36,934	37,673	38,426	39,195	39,979	40,778	41,594	42,426
Training	3,232	10,000	12,000	14,878	15,175	15,479	15,788	16,104	16,426	16,755
Subscriptions & Licences	25,402	16,300	25,000	30,244	30,849	31,466	32,096	32,738	33,392	34,060
Bank & Credit card charges	1,824	3,690	3,377	3,421	3,315	3,212	3,112	3,016	2,922	2,832
Subtotal operational expenditure	342,398	474,640	523,567	577,370	553,583	533,946	544,461	554,131	563,960	572,950
Trading										
Salaries	6,776	15,423	45,798	66,734	68,068	69,430	70,818	72,235	73,679	75,153
Operational costs	4,708	15,850	22,657	33,014	33,674	34,348	35,035	35,736	36,450	37,179
Central costs allocated to trading	11,484	31,273	68,454	99,748	101,743	103,778	105,853	107,970	110,130	112,332
Capital renewal allowance	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0
Total Museum expenditure	1,605,118	2,573,748	1,984,135	2,041,376	2,006,771	1,955,134	1,971,612	1,988,304	2,006,215	2,023,350
CBCD Costs										
CBCD Staffing	89,020	85,037	86,738	88,472	90,242	92,047	93,888	95,765	97,681	99,634
Other costs	0	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
CBCD Costs	89,020	98,037	99,738	101,472	103,242	105,047	106,888	108,765	110,681	112,634
Total Expenditure	1,694,138	2,671,785	2,083,873	2,142,849	2,110,013	2,060,181	2,078,500	2,097,070	2,116,896	2,135,984
Surplus (Deficit)	948,810	(793,224)	(334,506)	(179,786)	(126,663)	(61,261)	(63,277)	(64,860)	(67,061)	(68,145)
Planned transfer from restricted reserves	0	295,776	54,902	54,902	54,902	54,902	54,902	54,902	54,902	52,925
Planned transfer from/to designated reserves	0	310,591	68,318	68,546	27,751	(2,583)	(2,841)	(3,094)	(3,343)	(3,586)
Final position after planned transfer from/to reserves	948,810	(186,857)	(211,286)	(56,338)	(44,010)	(8,942)	(11,216)	(13,052)	(15,502)	(18,806)

Appendix III: Temporary Exhibition Programme 2021-22

Driggsby, A Whale's Tale **18 May 2021 – 5 September 2021**



An exciting new immersive, interactive and inspiring exhibition from the imagination of over 200 children from schools on Cumbria's west coast, telling the story of Driggsby the fin whale. Discover Driggsby's underwater world, meet the amazing creatures she shares the oceans with and follow her journey through dark tunnels, to the Mermaid's house, on to the North Pole and beyond. Funded by the National Lottery Heritage Fund.

Children from West Cumbria have worked with Prism Arts and Tullie House to explore life in our oceans, discover how Driggsby might have journeyed to Cumbria and learn why whales have been the inspiration for myths and legends. During this 18-month project, the children conducted beach cleans led by Workington Nature Partnership and saw for themselves how much rubbish can be found on our coastline. They left with a greater understanding and appreciation for the environment and are keen to spread the message that, in their own words, "The ocean is not a bin!"

Key themes:

- Conservation
- Creativity
- Learning through play and storytelling

Target Visitor Numbers: 7,500

Exhibition supported by:

- Schools programme
- Families programme during May Half Term and Summer Holidays

New Light: The Prize Exhibition **18 September 2021 – 6 November 2021**



Preview: *Friday 17 September*

Following the success of the New Light: Real Northern Art Prize exhibition in 2018, we are again working with the charity New Light to deliver an even more impressive exhibition in their 10th anniversary year.

The showcase is one of the largest and acclaimed open exhibitions, highlighting contemporary artists who demonstrate exceptional application of practised skills, such as painting, drawing and print making; it is open to artists who were born, live or study art one of the historical counties of the North of England. A shortlist of 127 works feature in the tour, Tullie House will be the final point on the tour.

All works in the exhibition are available to buy and the exhibition will be complemented by a programme of events giving opportunities to meet the artists and discover more about their practice.

Key themes:

- Celebration of living artists
- Selling exhibition

Target Visitor Numbers: 2,750 (shared with Artful Ways)

Exhibition supported by:

- Patron and members events

Artful Ways

18 September 2021 – 6 November 2021



Preview: Friday 17 September

Artful Ways is an Arts Council funded project that will bring people together across Cumbria in a celebration of creativity and connection. From June 25 to July 25, Artful Ways invites people to meet up outside, to walk between studios, venues and other cultural landmarks, and to create something in response. Participant can record their route using a simple-to-use app, and their 'Artful Way' will be added to a new map featuring Cumbria's creative richness.

This map will be responded to by a Cumbrian artist and the resulting work, plus 4 other commissions and a selection of publicly submitted works will form an exhibition which will launch at Tullie House, then go on to tour other Cumbrian venues.

Key themes:

- Celebration of living artists based in Cumbria
- Exploration of creativity and place
- Making contemporary art more accessible and relevant

Target Visitor Numbers: 2,750 (shared with New Light)

Exhibition supported by:

- Patron and members events
- 'Meet the Artist' presentation event

Paddington, The Story of a Bear 20 November 2021 – 20 February 2022



Preview: *Friday 19 November (TBC)*

Paddington, The Story of a Bear is brand-new touring exhibition developed by the British Library, who will display the exhibition from July 2021. Tullie House will be the first venue on the tour.

The British Library exhibition will feature original artwork and manuscripts divided into three sections: **Arrival** This section will look at the beginnings of Paddington's story, exploring both how Michael Bond came to create Paddington and the beginning of Paddington's fictional story. **Home** This section will explore how Paddington settles into life at Windsor Gardens with the Browns, and how he makes friends and becomes part of the community. It will focus on the themes of family, and belonging. **Adventures** The final section will look at Paddington's adventures, focussing on three common themes: Paddington helping others, Paddington being creative, and Paddington exploring or trying new things.

Key themes:

- Celebrating Paddington, character and story
- Importance of family and home
- Exploring experience of migration and belonging

Target Visitor Numbers: 4,750

Exhibition supported by:

- Schools programme
- Family activities during Christmas and February Half Term
- Programming/commercial events (film screenings, family afternoon tea...)

To the Edges of the Empire: Celebrating 1900 years of Hadrian's Wall

5 March 2022 – 12 June 2022



Image © National Museums Scotland



Copyright © The Fitzwilliam Museum

Preview: *Friday 4 March (TBC)*

As part of wall-wide celebrations to mark the 1900th anniversary of the commencement of the building of Hadrian's Wall in AD122, Tullie House will host a 'spotlight' type exhibition featuring high profile loans of objects from across the Roman Empire during Hadrian's reign. Within this exhibition we will launch an exhibition unveiling finds from the excavations of the Bathhouse Site at Carlisle Cricket Club. This exhibition within an exhibition will then tour to community centres and other venues across the city to celebrate and publicise the excavation.

Key themes:

Target Visitor Numbers: 700 (first 3 weeks only)

Exhibition supported by:

- Schools programme
- Programme of talks

Looking further ahead for 2022-23

Once Upon a Planet

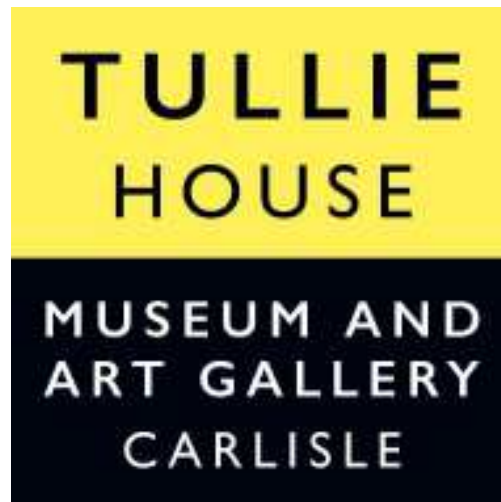
25 June 2022 – 11 September 2022



Co-curated 'work in progress' exhibition, as part of a wider project exploring how we use our Natural Science collections and how they can be used to advocate for and promote climate awareness and activism. The exhibition will trial new ways of displaying and engaging our visitors with Natural Science collections to inform Project Tullie and new permanent displays,

As part of this exhibition, we will include selected 'Microworlds', which are digital 'creatures' which visitors interact with

in. Totally touch free and intuitive. These 'creatures' mimic real-life processes in nature, could be paired with Tullie House natural science collection.



2021/22 Learning & Engagement Programme

Families 2021/22 – local Cumbrian (Facebook Families, Dormitory Dependables, Trips and Treats), tourist (Trips & Treats). Target of 4,241 - (Covid-19 recovery target - 50% of 2019/20)

Activity	Timing	KPI	Marketing
Under 5s programme: Tullie Toddlers	From 28 th July - 2 sessions every other Wednesday (max 15 per session for Summer Holidays, then drop from September)	2 sessions every other Wednesday – target of 480 attendances	What's On Social media – Facebook
Tuesday Tales	Every week during term time	5-10 participants per session	
Tullie House AV Trail	Launch before the end of the Summer.	Pilot activity so no KPI but will track number of hits and carry out targeted qualitative evaluation with visitors	
Tullie Time Travellers	Restart: monthly September – June	Maintain average of 15 attendees per session	Facebook
Relaxed Craft Sessions	October Half Term x 3 Christmas Holidays x 3	Target of 15 attendees per session Postcode analysis and increase number of SEND families	Carlisle City Council networks What's On Social Media
Holiday Activities	May Half Term x 6 bookable crafts Summer Holidays x 19 bookable crafts, 6 x storytelling sessions, 6 x meet the expert sessions inspired by Whale Tales exhibition October – 6 drop ins, 3 pumpkin craft Christmas - 3 drop-ins pre-Xmas February HT – 9 drop-ins	May HT – 300 attendances Summer Holidays – 800 October Half Term – 500 Christmas Holidays – 150 February Half Term - 500	What's On Holiday specific leaflets – distributed at local community venues and school bag drops Local advertising – Cumberland News Social Media Partner Cross-promotion
Family Gardening Club	Summer Hols – 5 sessions	15 attendees per session throughout Summer Holidays	What's On 2019 Mailing List
Christmas Fair	December	Target of 200 over the weekend. Work with commercial to add in extra events. Paddington link.	What's On Holiday specific leaflets – distributed at local community venues and school bag drops

			Local advertising – Cumberland News Social Media
Hadrian's Wall 1900 opening day	March 2022 - Crafts, storytelling, object handling	Target of 100 on the day	Exhibition promotion What's On Social Media TIC promotion Local partners
Outreach:	Uncovering Roman Carlisle Family Engagement September 2021 Carlisle Parks Outreach x 2 August/September	8 sessions, c. 240 attendees No target – post Covid pilot of outdoor events	Social media Partner promotion Leaflets in community centres

Young People 2021/22 – all YP activity is marketed via specific groups, networks and through referrals

Headline KPI of 321 participation days annually (Covid-19 recovery target - 50% of 2019/20)

Group	Timing	Activity	Measure
Hope Streets – NLHF funded project aimed at transforming youth engagement with museums across the Northwest. Split into five phases and finishing in 2022.	Phase 3- Deliver & Embed – April 2021 – March 2022	Activity split into three strands: Senior Group – made up of existing Hope Streets Young Producers plus additional recruitment. Focus on contributing to Project Tullie development and the planning and delivery of their own programme of events inspired by the exhibitions programme. 16-24 y/o. Junior Group – focusing on 14 – 16-year-olds, one off monthly activities inspired by the Museum's collections and exhibitions. To replace existing Youth Panel. Research Group – smaller group focusing on curatorial research projects linked to the collections and exhibitions. Project related so frequency TBD.	Minimum of 10 YPs in the group. Meeting frequency to be decided by the group. Target of 10 members. Target of 5 members
Bubble & Me	April – July 2021 are the project dates, legacy	Weekly sessions with group of 10 – 16 y/o Syrian refugees, delivered in partnership with	Minimum of 5 attendees per session, plus family supporters.

	project TBD from August 2021	CDEC and M-Unit. Focus on developing confidence, creative skills and integration. Includes exhibition in Community Gallery.	
Hadrian's Wall Young Ambassadors	Summer 2021	Support the development of the Wall-wide programme using TH staff expertise. Host visit in the Summer Holidays plus a work experience day as part of the Uncovering Roman Carlisle excavation.	10 young people recruited and engaging

Communities – all community activity is marketed via specific groups, networks and through referrals

Headline KPI – 450 days annually with vulnerable adults / adults with protected characteristics (Covid-19 recovery target - 50% of 2019/20)

Group / Programme	Timing	Activity	Measure
Thriving Communities – national programme, TH leading Carlisle partnership	April 2021 – March 2022	Tullie on Tour – 2 sessions per month at urban community centre and rural community centre. Using collections to inspire conversation and creative activity. Inside Out – participate in partner wide programme, 2 x sessions in each of the 6-week pilots (3 in total). Aimed at adults experience loneliness and isolation as a result of Covid-19.	5-10 attendees per session 5-10 attendees per session
Meet Me at the Museum	Monthly from November 2021	Collections inspired creative sessions for adults with dementia and their carers. Programme was 'Afternoon at the Museum' but Thriving Communities funding will double number of sessions to 2 per month.	5-10 attendees per session
Accessible Art Group	Monthly from April 2021	Sessions inspired by TH collections were participants will learn new art technique. Aimed at vulnerable adults to support with wellbeing and mental health.	5-10 attendees per session
Tullie Textiles	Monthly from April 2021	Group to continue at capacity, meeting monthly, with activity inspired by collections	Minimum of 20 attendees per session
Artful Ways Project	Q1 & Q2 2021/22	Lead 5 'Artful Ways' community walks, ending in Secret Garden with creative	5 activities with 5-10 attendees per session

		activity. Walks will be added to the Artful Ways digital map, with creative content developed in the sessions to be included in October 2021 exhibition.	
Secret Garden	Weekly volunteering opportunities through Summer	Focus on men experiencing mental health issues and loneliness/isolation following Covid.	5-10 attendees per session
Of / By / For ALL	April 2021- December 2021	Participate in international organisational development programme OBFA – aim is to create a new framework for community engagement increasing depth of connection with under-represented communities. Community of Interest to be identified by end of July.	KPI TBD by the team.
Community Gallery	Ongoing	1 display per quarter – 3-4 projects per year. Identified displays include: Bubble & Me Tullie Textiles Romanians/Dacians project	
Carlisle United Project	Q2 2021	Linked to BHM programming – display in Garden, focusing on celebrating POC connected to the football club	KPI TBD
Uncovering Roman Carlisle Excavation	September 2021	Minimum of 5 ‘open access’ days for community groups	50-10 attendees per session
Paddington Exhibition Project	September 2021 – January 2022	Intergenerational project inspired by the Paddington exhibition – content TBD.	

Schools – Target of 7,341 pupils (50% of 2019/20 – Covid recovery target)

Activity	Content	Timing	Target
In house workshops	<p>Update to school pages of the website</p> <p>Update EYFS Under the Sea Session and Driggsby workshops to include Driggsby Whale Tales puppets/story into</p> <p>WW2 Session update</p> <p>Develop x2 new Geology Workshops with Neil for KS1 & 2</p> <p>Loan boxes – update and repack where needed plus addition of x4 new boxes by Neil Fossils & Rocks based.</p> <p>Audit of education collection with support of Curatorial Team to better use what we have and ensure safe display and storage and creatin of a database.</p>	<p>In line with website update</p> <p>October 2021</p> <p>Autumn '21</p> <p>pilot in Q3, deliver from Q4</p> <p>Autumn 2021</p> <p>Autumn 2021</p>	<p>Pages streamlined/ new imagery with teacher feedback gathered.</p> <p>Session piloted and rated as 'Excellent' by 75% of teachers</p> <p>Session piloted and rated as 'Excellent' by 75% of teachers</p> <p>Session piloted and rated as 'Excellent' by 75% of teachers</p> <p>New boxes to be advertised from autumn onwards – feedback gathered.</p> <p>Audit to have taken place by Autumn with action plan for improvements developed</p>
Special Event Weeks	<p>Paddington – special workshops created for exhibition</p> <p>Egyptian Week delivered</p> <p>Create and delivery Fossils and Footprint SEW with Neil</p>	<p>Develop Q3 deliver Q4</p> <p>Feb 2022</p> <p>March 2019</p>	<p>10 workshops delivered by end of Exhibition</p> <p>12 classes attending and rated as 'Excellent' by 75% teachers</p> <p>6 classes attending and rated as 'Excellent' by 75% of teachers</p>
Whale Tales	<p>Develop Exhibition and install</p> <p>Develop guided visit around the exhibition for EYFS, KS1 & 2 groups.</p>	<p>Q1</p> <p>Q1 & 2</p>	<p>10 sessions delivered and rates excellent by 75% teachers</p>
Outreach	<p>Working with Natural England, deliver 2 x Assembly Weeks, Oct& March</p> <p>Deliver 'Poppy' Remembrance Week</p>	<p>Q3, Q4</p> <p>Q3</p>	<p>Reach 90% capacity during specific weeks with content rated as 'Excellent' by 75%</p>

	Deliver 2 x Chinese New Year Assembly Weeks	Q4	75% capacity with content rated as 'Excellent' by 90%
	Deliver a minimum of 6 history focused virtual assemblies per half term, include 2 new topics (prehistory and history of Carlisle)	Q3 & Q4	100% capacity in Week 1, 50% in Week 2, with content rated as 'Excellent' by 90% teachers 6 sessions per half term with content rated as 'Excellent' by 75% teachers

Chinese Engagement Programme – Kaleidoscope Creativity, local adults, local Chinese-British families. Minimum of 8 hours teaching per week (Confucius Institute Target)

Event / Programme	Timing	Target Audience & Marketing	KPI / Measure
Chinese Language and Culture Course	Weekly from September 2022– December 2019	Kaleidoscope Creativity and local adults – e-news, social media, leaflet locally	Average 8 attendees per session
YCT & HSK Accredited Mandarin Courses	Weekly (term time)	Chinese-British families – ongoing word of mouth	Average of 5 participants per session, achieving qualification each school year
Virtual School Language Course	Weekly (term time)	Local primary schools	2 course per half term
Virtual Introduction to China Assembly and CNY assembly week	Throughout year and Week of 31 st Jan 2022	Local Primary schools	2 per half term Fully booked week.
Chinese Guide to the museum	Autumn 2021	Chinese Museum visitors – linked to great China Welcome	
Chinese New Year Event	February 2022	Local families	500 attendees

Appendix V: Audience Spectrum Segments

Audience Spectrum Segment Overviews (*Audience Agency*)

Up to date and in-depth information about each segment can found at:

<https://www.theaudienceagency.org/audience-spectrum/profiles>

Metroculturals

Prosperous, liberal urbanites, Metroculturals choose a city lifestyle for the broad cultural opportunity it affords. They are therefore interested in a very wide spectrum of activity, but many tend towards their own preferred artform or style. Although active museum attenders, more engage with the arts and many on a weekly basis. Working in demanding but rewarding professions, they are highly educated and have a wide variety of other interests from food and travel to current affairs and architecture.

Commuterland Culturebuffs

Affluent and settled with many working in higher managerial and professional occupations. Commuterland Culturebuffs are keen consumers of culture, with broad tastes but a leaning towards heritage and more classical offerings. Mature families or retirees, living largely in leafy provincial suburban or greenbelt comfort, they are willing to travel and pay for premium experiences, their habits perhaps influenced by commuting. Motivations are multiple, ranging from social and self-improvement, to the pursuit of learning opportunities for older children. They tend to be frequent attenders and potential donors.

Experience Seekers

An important and significant part of urban arts audiences, these highly active, diverse, social and ambitious singles and couples are younger people engaging with the arts on a regular basis. Students, recent graduates and in the early to mid-stages of their careers, they live close to city centres, have easy access to and attend a wide variety of arts, museums galleries and heritage. Interests cover mainstream, contemporary and culturally diverse offers and attending is at the heart of their social lives. They are mostly in search of new things to do and have disposable income to spend on a variety of leisure activities like sports/arts memberships and frequent visits to cafes, bars and restaurants. Digitally savvy, they will share experiences through social media on their smart phones.

Dormitory Dependables

A significant proportion of audiences are made up of this dependably regular if not frequently engaging group. Most live in suburban or small towns and show a preference for heritage activities, alongside popular and more traditional, mainstream arts. Many are thriving well off mature couples or busy older families; lifestage coupled with more limited access to an extensive cultural offer mean that culture is more an occasional treat or family outing than an integral part of their lifestyle.

Trips & Treats

While this group may not view arts and culture as a passion, they are reasonably active despite being particularly busy with a wide range of leisure interests. Comfortably off and living in the heart of suburbia their children range in ages, and include young people still living at home. With a strong preference for mainstream arts and popular culture like musicals and familiar drama, mixed in with days out to museums and heritage sites, this group are led by their children's interests and strongly influenced by friends and family.

Home & Heritage

Conservative in their tastes, this more mature group appreciates all things traditional: a large proportion are National Trust members, while classical music and amateur dramatics are comparatively popular. While this is not a highly engaged group – partly because they are largely to be found in rural areas and small towns – they do engage with the cultural activity available to them in their locality. They look for activities to match their needs and interests, such as accessible day-time activities or content exploring historical events.

Up Our Street

Living reasonably comfortable and stable lives, Up Our Street engage with popular arts and entertainment and museums and are also visitors of heritage sites. Many are older and have some health issues, living on average or below average household incomes, so access in all its forms can be an issue. Modest in their habits and in their means, value for money and low- risk are important factors in leisure decision making.

Facebook Families

Arts and culture play a very small role in the lives of this younger, cash-strapped group living in suburban and semi-urban areas of high unemployment. They are the least likely to think themselves as arty, while less than a third believe that the arts is important. Nevertheless, they do go out as families: cinema, live music, eating out and pantomime.

Kaleidoscope Creativity

Characterised by low levels of cultural engagement despite living in and around city areas where plenty of opportunities are within easy reach. A great mix of people comprise this segment with a wide range of ages, living circumstances, resources and cultural backgrounds all living cheek-by-jowl. Low incomes and unemployment can present barriers to accessing some cultural provision. Nevertheless, two thirds do engage with more popular and accessible culture annually, some of this in the local community and outside the mainstream. Free, local events like outdoor arts, festivals and carnivals may appeal, and so might popular offerings like musicals and music events.

Heydays

Heydays are the group least likely to attend arts or cultural events, believing that the arts are no longer as important or relevant to them as perhaps they once were. Many live in sheltered or specially adapted accommodation for older people and are excluded from many activities due to a raft of health, access and resource barriers. If they do engage this is likely to be participatory such as

craft and knitting, painting, reading and writing activities organised by their sheltered housing, church group or community library.



Tullie House Activity Plan

(Subject to review and development during the National Lottery Heritage Fund Development Stage)

1. Where we are now

1.1 Our Organisation

1.1.1 Tullie House Museum and Art Gallery is the largest Museum in Cumbria, attracting over 200,000 visitors per annum. We are the lead organisation of the Cumbria Museum Consortium, an Arts Council England Band 3 National Portfolio Organisation. The Museum opened in 1893 as a 'Museum, Public Library and School of Art', although parts of the building date back as early as the 17th century.

1.1.2 In 2016 we developed a Manifesto for the museum based on principles of co-creation, community engagement and active participation. The Manifesto was a progressive, forward-thinking vision for what a 21st century museum should be, championed by colleagues at other institutions as sector-leading and a powerful set of values to aspire to. It was inspired by 'The Participatory Museum' by Nina Simon, who used principles of participation and community engagement to transform the Santa Cruz Museum of Art & History from an organisation on the brink of collapse, to one that is both a thriving, dynamic, community hub and a successful multi-million-pound business. Simon subsequently created 'OF BY FOR ALL' an international organisational and community development programme, which we were one of the first English museums to be invited to participate in. This year, in part inspired by the tumultuous events of 2020, from Black Lives Matter to the youth climate strikes, we have re-worked the Manifesto into a new, more engaging format and written in more accessible language. The new Manifesto consists of ten powerful statements under three aspirational headings: Tullie House is the heartbeat of Carlisle's cultural life; Tullie House uses collections, programmes and resources to tell stories and inspire learning, for life; and Tullie House is a catalyst to connect Carlisle and Cumbria to the world. The Manifesto and OF BY FOR ALL form the blueprint for the values we want our engagement programmes and public spaces to embody, and together they have formed the structure for this Activity Plan.

1.1.3 Tullie House cares for an outstanding collection of almost half a million objects, covering fine & decorative art, human history and a recently Designated (2018) natural sciences collection. These collections form the basis for the four permanent galleries that make up the Museum; the award-winning Roman Frontier Gallery, opened in 2011, tells the story of life on Hadrian's Wall and features the innovative 'Living Wall' installation which compares ancient borders with modern frontiers; the Border Galleries, which tell the natural and historic story of Carlisle from the Ice Age to the present day, with specific sections focussing on Prehistory, Vikings, the Border Reivers and the flora and fauna of Carlisle; the Costume Collection at Tullie House, opened in 2021 as Phase 1 of Project Tullie showcasing some of the Museum's highly popular and regionally significant fashion and textiles collection; and Old Tullie House, where a selection of the Museum's fine and decorative art is displayed within the original manor house that gives the Museum its name.

1.1.4 Alongside the Museum's permanent galleries are two temporary exhibition spaces: the Community Gallery and the Art Gallery. The Community Gallery is updated on a quarterly basis and displays the creative outputs of community projects, including an exhibition currently showing that celebrates the creative outputs of the 'Bubble & ME'

project where Museum staff engaged with a group of young Syrian refugees to build confidence and language skills through creative activities. The Art Gallery is the largest temporary exhibition space in the North West and shows three to four major exhibitions annually in an outstanding programme of significant breadth and depth.

1.1.5 Tullie House's award-winning learning programme (Kids in Museums Family Friendly Award 2015, Golden Apple Award for Youth 2015, Sandford Award for Excellence in Heritage Education 2013 & 2018) engages with c. 30,000 people annually. Activity is funded through a combination of the Carlisle City Council management fee, National Portfolio Organisation funding from Arts Council England and project funding from grant bodies, trusts and foundations. Recent funders have included the National Lottery Heritage Fund (Whale Tales – an Our Heritage project), The Postcode Local Trust (the Secret Garden Project) and the Cumbria Community Foundation (health and wellbeing activities).

1.1.6 The Learning Team sits within the strategic responsibility of the Head of Collections & Engagement and works closely with the Museum's Curatorial Team. The current staff team consists of a Learning & Engagement Manager (FT), Community Engagement Producer (Young People & Projects - FT), Community Engagement Producer (Programmes – PT), Schools & Families Supervisor (FT) and a Learning Administrator (PT). In addition to these core posts we are recruiting for an Assistant Young People Producer (PT fixed term funded by the Hope Streets programme) and, as part of our China Engagement Programme, a Chinese Language Instructor seconded from Lancaster University Confucius Institute to deliver Chinese language and cultural activities with schools.

Our Audiences & Activities

1.2.1 Audiences: in 2019/20 Tullie House attracted c. 54,000 ticketed visitors – a high percentage of these were local audiences, with a significant number of repeat visits which emphasises the key role Tullie House plays in the heritage and cultural offer of Carlisle. Detailed visitor profiles are outlined in Section 3 of the Masterplan. In addition to this, the Tullie House Learning Team delivers an award-winning programme of activity with schools, families, young people and vulnerable adults. In 2019/20 we delivered c. 31,000 instances of participation through a bespoke programme of engagement and participatory activity. This Activity Plan focuses on engagement with these crucial local audiences as well as new audiences that may be traditionally non-heritage users.

1.2.2 In 2020 we launched a new initiative: the Tullie House Community Board. The Community Board was set up to shape the future of the museum by listening to, and speaking for, the many different parts of our local community, including those who feel under-represented or marginalised in society. The 12 members of the Board are diverse, passionate and committed to making Tullie House more representative of the communities it serves. The Board's overarching purpose is to help Tullie House deliver on its Manifesto commitment to "mean more to more people". The Community Board will play a critical role in *Project Tullie* and in our Activity Plan are referred to as 'Tullie Connectors': they will help us deliver community consultation and outreach, and be our critical friend and sounding board throughout the Development and Delivery Phases.

1.2.3 Volunteers: we currently have c. 70 active volunteers providing vital support to the staff team. In 2020/21 this resulted in over 700 volunteer hours – a fantastic achievement given the extensive periods when the Museum was closed as part of national lockdowns. Volunteering is focussed on the following areas:

- Gallery Engagers – a new on-gallery volunteering initiative where volunteers help visitors get the most out of their visit and support the staff team to keep spaces and collections safe and secure
- Cumbria Biodiversity Data Centre – volunteers help to record sightings of flora & fauna in the county, and support with events
- The Tullie House Garden – weekly volunteers support the maintenance of the Museum gardens, including the Secret Garden (see Section 1.2.3)
- Curatorial volunteers – who support curators with documenting and cataloguing objects, with particular focus on our archaeology collections
- Learning volunteers – who support the delivery of family and community sessions

Volunteering is a vital area for development across all departments and is a key priority for *Project Tullie*. The value volunteers currently add to our operation cannot be overstated and we know that this can be developed significantly. This can be seen in the impact volunteering has had on one of our longest running programmes: our Lunchtime Lectures have been running for over twenty years, but lack of staff capacity for marketing and programming in recent years led to a decline in attendees. In 2018 we were approached by a volunteer who offered to support us in the coordination and promotion of the programme – this support has directly led to an increase in attendance of 114% compared to the previous year. There are many areas across our organisation where support like this is needed, and Project Tullie will help harness and accelerate the support and enthusiasm of our local audiences to make this happen. We also believe volunteering at Tullie House can support with loneliness and isolation post Covid-19 and are proud to be able to provide opportunities for our local residents to enhance their wellbeing through volunteering.

1.2.4 Learning: the Tullie House Learning Programme is split into four key audiences. Although severely impacted by Covid-19 in 2020/21, we are pleased to be scaling all programmes back up in 2021/22, with participation targets of 50% of 2019/20 engagements.

- a) Vulnerable adults: This programme is targeted at vulnerable or less engaged adults, primarily those who come under one of the ten protected characteristics. Tullie House's priority protected characteristics are Age, Socio-Economic, Disability, Sexuality and Ethnicity. In 2019/20 we saw over 900 'instances of participation', far exceeding our annual target of 600. Key programmes include *Afternoon at the Museum* - a monthly programme for adults living with dementia and their carers with a focus on object handling, sharing stories, visiting exhibitions and the social benefits of taking part in regular activity in a safe space. We have two Dementia Friend Champions and all Tullie House staff are trained as Dementia Friends. We are also members (and regular hosts) of the Carlisle Dementia Action Alliance and through this partnership we collaborate on projects and initiatives.

A key focus of this programme is mental health and wellbeing. We run our own in-house Art Group and Tullie Textiles group that focus on creative arts and wellbeing.

“What a lovely way to spend an afternoon. It was just good to try something new, a bit scary, but in a good way. In fact, I was enjoying myself so much, I carried on painting for another hour or so!” Art Group Participant

Tullie House is also leading on Carlisle’s ‘Thriving Communities’ project. Thriving Communities is a national fund supporting 37 projects across England and is being delivered in a unique partnership between the Arts Council England, Historic England and Natural England, NHS England and NHS Improvement, Sport England, the Money & Pensions Service and NHS Charities Together. Our project is the only one in Cumbria and is being delivered by the newly formed North Cumbria Arts, Health & Wellbeing Partnership (led by Tullie House), who have designed a programme that will help the people of Carlisle to recover from COVID-19 through the power of social prescribing. The partnership is made up of Tullie House, Carlisle City Council, North Cumbria Integrated Care Foundation Trust, Carlisle Healthcare, Prism Arts, Susie Tate Projects and Cumbria Wildlife Trust. We will be extending our reach and influence to deliver a programme of community co-produced arts, health and well-being activities across North Cumbria, working with other partners to increase the uptake of social prescribing to help improve the health and resilience of communities that have been particularly hard hit by Covid-19 and lockdowns. The programme includes upscaling partner activity (at Tullie this includes doubling the number of Afternoon at the Museum sessions for adults with dementia and their carers, and piloting a new programme of outreach at community centres), piloting a series of 6-week wellbeing programmes of accessible activities in green spaces (called Inside Out) and developing resources and events connecting local delivery organisations with the NHS and healthcare providers.

One of our most significant recent projects has been the development of our *Secret Garden*. In 2017 we received funding from the Postcode Local Trust to create a community garden in the grounds of Herbert Atkinson House, an adjoining property leased to the Museum used by staff. The Garden was developed with over 100 members of the community, and since its launch we have delivered a wide range of therapeutic and creative activities in the space. The success of the *Secret Garden* and the quality of the space formed part of the inspiration behind the proposed ‘Garden Gallery’ in Project Tullie, which aims to better connect the building with its beautiful green spaces.

‘Being part of the Secret Garden project has been extremely beneficial to our Sunday Active group. It has been nice to be part of a project from the beginning through to its completion. The group have felt a great sense of inclusion and have taken pride from the changes they have helped to make for the garden.’ (Carlisle Mencap Support Worker)

Groups who were a key part of the development of the *Secret Garden* (and who we continue to run regular sessions with) include Building Better Communities (for adults experiencing barriers to accessing work opportunities due to mental ill health) and Unity, a drug and alcohol rehabilitation service.

Carlisle Mencap are another key partner of our community programme. We have been their heritage partner on two NLHF bids exploring changing attitudes towards people with learning disabilities over the past 50 years, and the history of Mencap. Most recently we have worked with Mencap’s Independence Studio, a film and animation studio for creative adults and young people with physical and learning disabilities to produce their own creative output. We worked with the Studio to

create a short film telling the story of local fairground and showman communities as part of our major Summer 2019 exhibition 'Fantastic Fairground Factory'.

Outreach forms a key element of our work with protected characteristic groups. This includes regular sessions at care homes in Carlisle, focussing on object handling and themed around our collection areas. We also take part in a significant number of city-wide events (Cumbria Pride, Carlisle Unity Festival, Culture Bazaar) and from September we will be delivering the engagement programme for 'Uncovering Roman Carlisle', an 18-month programme of community archaeological investigation, exhibitions, and engagement exploring Carlisle's Roman remains funded by the National Lottery Heritage Fund. The project is being led by a partnership of Carlisle City Council, Carlisle Cricket Club, Tullie House Museum & Art Gallery and Wardell Armstrong.

Through our participation in the OF BY FOR ALL (OBFA) programme, we have been testing new methods of engagement with community partners. OBFA provides toolkits for researching potential new groups, carrying out initial consultation, advice on deepening relationships and the principles behind truly effective co-creation. In 2019 we chose to focus on the Nigerian community in Carlisle via the Elim Community Church, and used OBFA methodology to make connections, get to know the group and work with them to co-create an event as part of Black History Month – together we created a programme of song, music and storytelling celebrating the interests and passions of the group, accompanied by home cooked, traditional Nigerian dishes. We had over 150 people attend, our highest ever participation in a Black History Month event, which demonstrates the power of partnership working. This year our community of interest is people with hidden disabilities, in particular those with visual impairments. Frameworks and techniques developed during our participation in OBFA have been used to structure both the Development and Delivery Phases of the Activity Plan, with further testing planned for the Development Phase into the most effective and engaging co-curation opportunities.

- b) Young People: this programme focuses on young people (14-25) outside of formal learning. Since 2018, the driving force behind our youth engagement activity has been *Hope Streets* of which Tullie House is the Cumbrian partner. *Hope Streets* is a transformational youth engagement and organisational development project managed by Curious Minds and funded by the National Lottery Heritage Fund, as part of the 'Kick the Dust' funding stream. It is supported by Museums Development North West and Youth Focus North and launched in November 2018. *Hope Streets* provides a platform for 11-25-year olds from diverse backgrounds to work with heritage organisations, artists and experts to interrogate, agitate and re-present their local heritage to produce a huge range of engagement outcomes, including takeover days, exhibitions, events and festivals.

For the first Phase of the project we brought together a group of twenty young people through open recruitment and referrals from key partners including Cumbria Youth Service, Multicultural Carlisle's Youth Loop and Carlisle Young Carers. For their first project, the group helped recruit an emerging artist collective (Frog + Bone) to develop an immersive 'Hope Happening' event in the City Centre telling stories of Carlisle, past and present. In Phase 2, this group became our 'junior group' and we recruited an additional 10 older young people to form our Young Producers group. The Young Producers had originally planned to create and deliver a physical 'Festival of Hope' in Summer 2020. However, the group adapted brilliantly to Covid-19

restrictions and created a fantastic programme of digital activity. This included: ‘underrepresent’, a series of Q&A’s which tackled under-representation and alternative creative careers, a visual arts competition for young Cumbrian creatives that resulted in a paid commission in our ‘British Tattoo Art’ exhibition, ‘Culture of Freedom’ a documentary about young people and the different hidden cultures with the city, an immersive, anti-digital public art installation in a pop-up shop in the Lanes Shopping Centre and a project exploring Carlisle’s rock, metal and punk history. Our Hope Streets Young Producers will form the backbone of our engagement with young people during the Activity Plan – they will help us ensure our activity is meaningful, relevant and innovative and will include ‘takeover’ initiatives where we give our young people space, time and budget to plan their own programme of youth focussed events.

As well as delivering innovative youth engagement, Hope Streets also aims to permanently change how we work with young people, focussing on enabling young people to initiate, lead and guide projects that are meaningful for them, get involved in decision making and governance, evaluate and re-present how we communicate with young audiences. One element to this activity is regular ‘Mystery Shopper’ visits from Young People. Feedback from our first visit has shown that, in terms of gallery content, there was “not much that appeared to target itself at young adults” – this shows how important it is for us to work with young people on the development of new spaces as part of Project Tullie. Organisational change is at the heart of the current phase of the project – ‘Deliver & Embed’. We are currently consulting with young people as to the shape of our re-launched offer and hosted a 6 month ‘Alternative Saturday Job’ role in our Exhibitions Team. We have also changed our recruitment policies to be able to recruit under 18s as paid casual staff and volunteers and are in the process of recruit two Kickstarter roles and two Apprenticeships.

Focus group work has shown that young people who do not visit Tullie House perceive the museum to be “outdated” with “no relevance” to them. Activity in our Delivery Phase will focus on changing these perceptions: we will use lessons learned during the ‘Deliver & Embed’ phase of Hope Streets to create bespoke marketing for young people, engage young people through after-school outreach at local secondary schools and develop our partnership with Carlisle Youth Zone to run activities with groups of their older users.

- c) Schools: in 2019/20 the Schools Programme reached almost 15,000 pupils through three strands of activity: in house mediated sessions (40%), self-guided visits (9%) and outreach sessions (51%). c. 40% of activity is with KS2 pupils but engagement with KS1 and EYFS pupils is increasing annually. Figures for 2019/20 as follows:

Type	EYFS	KS1	KS2	KS3/4/5	HE	Total
In house mediated	223	1329	4223	67	0	5842
Self-guided	59	198	534	460	60	1311
Outreach	507	2828	4194	32	0	7561
Total	789	4355	8951	559	60	14,714

The vast majority of this activity was with primary school pupils (c. 96%) with Carlisle, West Cumbria and South Scotland key areas of engagement. The below map illustrates the extent of Tullie House engagement with primary schools across the county¹⁶:



In-house workshops focus on the Museum’s human history collections, with workshops covering the majority of key historical topics in the National Curriculum. This includes Prehistory, Egyptians, Romans, Vikings, Anglo-Saxons, Tudors, Victorians and the First & Second World Wars as well as locally specific topics such as the Border Reivers. We also offer a small number of sessions related to other collection areas, including natural sciences (Habitats & Minibeasts) and fine art (I See, I Think, I Wonder), areas that we would like to develop as part of the review in our Activity Plan. All of our sessions are created using principles of enquiry-based learning, and have object handling at their core.

Much of the outreach programme is developed and delivered in collaboration with partner organisations including Natural England (twice yearly assemblies on habitats) and the Lancaster University Confucius institute (CI). CI currently second two Chinese teachers who deliver a wide range of engagement activity, including Chinese Language and Culture assemblies and workshops in schools across the county. Feedback for the Tullie House schools programme is overwhelmingly positive, with 98% of sessions rated as ‘Excellent’ or ‘Good’. Recent comments from teachers include:

‘This visit has been the icing on the cake for our topic on Vikings. Definitely a memorable and excellent experience for our pupils.’ (Teacher Newlathes Juniors – Viking Week)

‘Children were fully engaged from start to finish. All activities were age appropriate and reinforced lessons taught in class.’ (Teacher Gretna Primary – Egyptians Workshop)

The Schools Programme also includes bespoke sessions related to the temporary exhibition programme. From 2018/19 – 2020/21, a key area of programme delivery has been ‘Whale Tales’ a major NLHF funded engagement programme delivered in

¹⁶ Social Impact of Tullie House Report, DC Research, October 2018, p. 12

partnership with inclusive arts charity Prism Arts and inspired by Driggsby, a 12m long juvenile fin whale washed up in West Cumbria in 2014 and subsequently acquired by Tullie House. Over 150 EYFS pupils from six schools across West Cumbria are participating in the project, outcomes of which include an illustrated book about Driggsby created by the pupils, a co-curated exhibition telling Driggsby's story with an accompanying major engagement programme and teacher CPD sessions. Our schools programme is currently operating close to or at maximum capacity from September – March. This is largely due to inadequate space for learning activity, which is a major issue we are seeking to address as part of Project Tullie. In addition, although our programme has strong collection links, the majority of sessions do not take in our gallery spaces. Within the Development Phase of Project Tullie, we will undertake a root and branch review of our schools programme, recruit a Teacher Advisory Panel and carry out extensive consultation with users and non-users to inform the development of a new learning spaces and an on-gallery collections focussed schools programme. Working with partners on Carlisle's Local Cultural Education Partnership (founded and co-chaired by our Head of Collections & Engagement), we will also create a 'Carlisle Curriculum' (see Section 2.3).

- d) Families: This programme is a key driver behind our success with this audience who make up a significant proportion of our visitors. Where possible the family programme is linked to themes within the temporary exhibition programme or the Tullie House collections. At certain times of the year (Easter, Christmas, Halloween) we focus on seasonal themes popular with general audiences. In 2019/20 c. 8,000 people took part in the programme, which can be split into six key areas:

Drop-ins: We run 40 – 60 drop ins per year throughout holidays and term time. February Half Term and October Half Term are the busiest weeks in the year for the Museum, both for participation and visitor numbers. Drop-ins generally involve a simple 'make and take' craft activity and object handling. They are aimed primarily at 7 – 10 year olds but activities are simple enough that younger children can access them easily. Children are supervised by parents / guardians who are invited to take part in the activity alongside the children. In addition to general drop-ins, we run 'Relaxed Craft' sessions aimed at children with additional needs and the families who find out busy drop-ins overwhelming. During 2020/21 we adapted these sessions to make them Covid-19 safe, introducing pre-booking and creating a 'family bubble' system in our spaces.

Tullie Toddlers: a programme of drop-in sessions aimed exclusively at non-school age children, primarily 2 – 3-year olds although over the past two years we have seen an increase in babes in arms. Sessions are linked to our collections, with topics related to nature and wildlife the most popular. Following a pause during 2020/21 because of Covid-19, our Toddler programme has re-launched as a pre-booked session and is currently fully booked every week.

Special Events: we run a number of special or major events aimed at families during the year. This always includes a Christmas Fun Weekend and a 'family festival' linked to our Summer exhibition. Attendance ranges between 150 – 350 participants at each event.

Outreach: this comes in a number of different forms. It includes 'mass' outreach events either run by partner organisations or put on by Tullie for special occasions or

exhibitions. Key outreach events include Chinese New Year (c. 2,500 participants) and monthly sessions at the Sure Start centre in West Morton.

Tullie Time Travellers: This is a monthly club for children aged 7 – 14 years old and is themed around the Museum and its collections. It has been running for over ten years and operates at maximum capacity.

YCT: our Chinese Language Instructors run weekly Chinese language classes where children work towards reaching their YCT qualification in Basic, Intermediate or Advanced Mandarin. Children learn alongside their parents, and the core group of 16 meets every week during term time. It is primarily families with a Chinese parent that take part.

Our Families programme is well attended and well loved – evidence from focus groups carried out during our masterplanning phase suggested the wide range of activities and the “social” aspects of the programme were particularly valued. However, participation in activities could be much deeper in terms of direct engagement with collections. We also know we can build on our engagement with families from lower socio-economic areas. Audience Agency data shows that our family visitors largely come under the ‘Trips and Treats’ and ‘Dormitory Dependables’ segments. However, ‘Facebook Families’ present a very significant development opportunity for us – in 2019/20 this traditionally ‘low engagement’ segment made up just 9% of our visitors, but this could be as high as 16% based on the Cumbrian population. According to focus group work conducted in our masterplanning process, one of the perceptions non-attending local visitors have is that the Museum is static and unchanging. Delivering outreach sessions will help raise awareness of new developments as part of Project Tullie and help non-attending families get to know staff and volunteers and the kind of activities we offer.

1.2.3 Gallery Development: Over the past two months we have delivered a number of small scale ‘refreshes’ to our permanent galleries, with the twin aims of improving visitor experience and developing deeper relationships with community partners through co-curation. Projects have included:

Cultures Collides – a new display on the ground floor of Old Tullie House, developed in partnership with Prism Arts Studio Arts Group (aspiring artists facing barriers to accessing creative opportunities due to physical disabilities). A number of our pre-Raphaelite paintings are currently on loan to a major international touring exhibition in Japan, which gave us the opportunity to re-display this beautiful space. Artists from the Studio Arts Group worked with curators at the museum to create a stunning display inspired by the rarely seen Japanese collections. The group compared and contrasted landscapes, industry and home life as depicted in paintings, costume and social history objects. Prism Arts have been a long-standing collaborator of ours and will play a key role in the Development and Delivery Phases of Project Tullie.

Origins – a re-display of our Prehistory area, with more collections on display and more of a focus on the richness of material culture in this period, as opposed to a broad, chronological narrative. We worked with a local occupational therapist to

develop tactile elements of the gallery to support visitors with visual impairments, as well as making the space wheelchair accessible.

Formations – we worked with our long-standing partner, the Building Better Communities organisation, to co-curate a new geology display in the Border Galleries. The organisation supports adults unable to take up employment opportunities due to physical or mental ill health, and they played a key role in the development of our Secret Garden. We wanted to harness the group's passion for the environment to develop this new display, which tells Cumbria's amazing geological story.

Wildlife Dome – this much-loved display was in serious need of an update after thirty years. Our Biodiversity Curator worked with our Families team to install a 'work in progress' display this summer, testing and exploring approaches to engage families with our natural science collection including through a 'Nocturnal' area, spotting zone and bird hide, and voting stations. Findings from this initiative will be used to inform planning for our natural science galleries during the Development and Delivery phases.

This strand of activity has provided excellent groundwork for the Development and Delivery Phases of Project Tullie – we will use learning from these projects to work with a community partner on a quarterly basis to create co-curated temporary displays testing collections and stories.

2. Strategic Decisions About Engaging People

2.1 Our Project

Project Tullie is a bold and ambitious programme of long-term capital and organisational development that aims to bring Tullie House back into the heart of its community and celebrate its internationally significant collections. It will drive a major step change in turning our Manifesto (see 1.1.2) from being an aspirational set of values to a lived reality, making the Museum truly ‘mean more to more people’.

Underpinning the Manifesto and Project Tullie are our two Business Plan priorities: community engagement and financial sustainability. We see greater engagement as the route to income generation – more visitors will result in greater admissions income and secondary spend – and at its core Project Tullie and this Activity Plan have one overarching goal: more people experiencing the benefits of our buildings, collections and activity.

2.2 Our Audiences

This Activity Plan will focus on engagement with five key community and audience groups:

1. Local Adult Residents – 49% of our visitors are local, i.e. within a 30-minute drive time¹⁷. This is a significantly higher proportion of local visitors than most museums in Cumbria and shows how well-loved a resource the Museum is for some local residents. However, with a population of 100,000+ and a low-cost annual ticket offer (£10), we should be engaging with far more local residents than we currently do. Focus group activity suggests a perception amongst non-users that Tullie House is ‘static’ and that ‘nothing has changed in my whole life of living here’¹⁸. The major gallery developments planned within Project Tullie are the ideal opportunity to re-engage with locals, with the end of fixed displays that have remained unchanged for decades. Outreach in the Development and Delivery Phases will target local residents: our focus will be on having a Tullie House presence at local events in the City Centre and in surrounding districts (including Farmers’ Markets and festivals), delivering sessions at community centres, loaning objects, recruiting local volunteers and encouraging existing audiences to spread the word that Tullie House and its collection is relevant and inspiring. Visitor surveys show that ‘word of mouth’ is the most common mode of communication for making people aware of Tullie House¹⁹; we want our local residents and student population to become advocates and promoters for their Museum.
2. Vulnerable Adults – as outlined in Section 1, Tullie House has a strong track record in engaging with local adults who fall into one of the ten protected characteristics. Our focus for activity in the Development and Delivery Phases will be on adults with disabilities and health issues (including mental ill health), older adults and socio-economically disadvantaged adults, building on current social prescribing and wellbeing activity.
3. Young People – as outlined in Section 1, our existing programme of youth engagement connects with a wide range of young people outside formal learning through the Hope Streets programme. Our focus during this Activity Plan will deepen that engagement by ensuring young people’s voices are heard across all aspects of our programme and organisation.
4. Families – family audiences make up 40-50% of our overall visitors, depending on the temporary exhibition programme. As a previous winner of the national Kids in Museums

¹⁷ Audience Agency 2019-20 Visitor Survey Report p. 36

¹⁸ Audience Agency, Qualitative Audience Research with Attenders and Non-Attenders February 2019, p. 6

¹⁹ 43% according to Audience Agency 2018-19 Visitor Survey Report, p. 19

Family Friendly Award (2015) we have a strong track record with this audience group, and we want to build on this expertise by co-designing family spaces to significantly enhance our offer. We also want to increase the proportion of lower income 'Facebook Families' visiting the Museum - 16% of Cumbrian families fall into this segmentation and we want to increase our percentage from a baseline of 9% in 2018/19.

5. Schools – Tullie House has the largest schools programme in Cumbria, and has a strong market penetration in Carlisle, West Cumbria and South Scotland. We want to increase our numbers by 33% by 2026, as well as providing more on-gallery teaching experiences for pupils

2.3 Our Activities

Active participation is at the heart of Project Tullie, and we have devised the following framework to ensure a wider range of people will be involved and to support the development and delivery of the project and guide our future work. It is based on the principles of our Manifesto, the consultation work carried out with Mike Sarna and OF/BY/FOR ALL, a movement and non-profit organisation which aims to help civic and cultural institutions around the world become of, by, and for their diverse communities. The critical Project Outcome 'a wider range of people will be involved in heritage' underpins each strand and every activity we will deliver. Where activities fulfil other NLHF Project Outcomes, this will be noted below and in the Action Plan Table. Our Community Board will sit above all strands of activity, helping us plan, deliver and evaluate engagement to ensure it is meaningful and relevant for the communities we serve.

Strand 1: Connected Communities - We will engage communities to create understanding of people and places.

This strand of activity will focus on connecting communities to the Museum and their heritage. In the Development Phase we will invite new and existing community groups to use Museum spaces for their own activity – this will help test demand for the use of Tullie House as a 'third space' for communities to run their own activities. The 'Tullie Tasters' programme will also be a vehicle for carrying out access audits for a range of different users. The Development Phase will also see us plan and test models of community outreach ahead of a major increase in the Delivery Phase. 'Tullie on Tour' will deliver hands-on object handling experiences in local community hubs, including pubs, community centres, parks and green spaces. This activity will also help us collect and record object stories and local histories for future use. Community engagement during Development & Delivery Phases will also focus on health and wellbeing activities through our 'Creative People' strand – building on learning from the current 'Thriving Communities' programme, we will deliver collections inspired creative wellbeing activities specifically aimed at vulnerable, isolated or less engaged groups. In the Delivery Phase we will significantly upscale outreach activity through initiatives such as 'Tullie Pop-Up' where we will develop uncommon partnerships through displaying Museum objects in unusual and unexpected places, engaging a wider range of people with heritage. In 'Tullie Takeover' we will High Streets spaces to create mini-Museums that will engage people with collections and provide an ongoing connection with our communities during the closed period. Activity will be delivered by staff and volunteers, working together on planning and development and supported by our Community Board. As well as a 'wider range of people involved in heritage', this activity supports the NLHF Project Outcomes of:

- People will have developed skills
- People will have learned about heritage, leading to change in ideas and actions

- Local area will be a better place to live, work and visit
- People will have greater wellbeing
- The funded organisation will be more resilient

Strand 2: Creative People (Active Citizens): *We will nurture and deepen relationships with the communities we work with through actively listening and involving people in shaping and taking part in our work.*

This strand will focus on developing meaningful, long-term engagement with our key audience groups of schools, young people, families and vulnerable adults and community groups. All activity will be supported by volunteers: in the Development Phase we will work with a consultant to create a cohesive, strategic ‘Team Tullie’ volunteering programme that meets the needs of our audiences and activities, and offers progression, training and skills development for participants. Our aim is to double our number of active volunteers by 2026.

Schools: Learning from other examples of outstanding place based curriculums (including Hull), we will work with LCEP colleagues and our Teacher Advisory group to co-design a framework that celebrates and interrogates Carlisle’s heritage. Content will be developed for all key stages (including Secondary School) and delivered in range of formats including outreach and digital. Activity will be tested as outreach in the first two years of the Delivery Phase, with a full launch in Year 3. Developing the Carlisle Curriculum will enable us to carry out a ‘root and branch’ review of all our schools provision, with a key focus of developing more on-gallery teaching experiences for pupils. By 2026, we aim to have increased our numbers by 33%, with a particular focus on increasing self-guided visits and mediated workshops.

Young People: working in partnership with our Hope Streets Young Producers, we will give young people the space, time and budget to trial youth focussed programming activities, paid commissioning opportunities and work placements to help develop skills, enhance wellbeing and support young people to connect and interpret their heritage. Through our three core groups (‘junior group’, Young Producers and Research Group) we will engage with 40-45 young people every month, and work with them to develop a monthly programme of events that will increase engagement with young people by 25% whilst also increasing depth and longevity.

Families: During the Development Phase we will carry out consultation with regular users and non-users, reviewing the existing programme and trialling ideas for new, collections inspired activities, including a planned annual ‘Family Festival’ on re-opening. We will also focus our consultation on on gallery family experiences – we will work with families to identify potential collections themes and what their requirements from highly interactive, child-focussed spaces would be. In addition, we will continue to make sure adults with families are represented on our Community Board to ensure family voices are heard at all levels of the project. We will also deliver outreach activities, which target lower income Facebook Families – this will include doing regular ‘Takeover’ weekends at empty units in our local shopping centre, The Lanes, and increasing our outreach at Sure Start centres in the city.

Vulnerable Adults & Communities: outreach activity will be an expansion of social-prescribing and wellbeing activities developed through the ‘Thriving Communities’ programme, and by working with partners including Cumbria Wildlife Trust, North Cumbria Integrated Care Community and Prism Arts. We will evaluate and overhaul our existing in-

house communities programme to better reflect the new spaces and galleries we will be creating in Project Tullie, co-designing it with our users and Community Board to ensure it meets the needs of our users and has long-term sustainability embedded from the outset. Co-curation will be a core element of this strand. A timetable and strategy will be created in the Development Phase to ensure all of the proposed galleries have an element of co-curation – from light touch consultation to long term development.

As well as a ‘wider range of people involved in heritage’, this activity supports the NLHF Project Outcomes of:

- People will have developed skills
- Heritage will be better explained
- People will have learned about heritage, leading to change in ideas and actions
- Local area will be a better place to live, work and visit
- People will have greater wellbeing
- The funded organisation will be more resilient

Strand 3: A Thriving Ecosystem - We are part of a dynamic and interconnected system, and we want to ensure our long-term sustainability and that of the wider heritage/cultural sector in the city and beyond.

The focus of this strand is on participation, collaboration and developing Tullie House’s leadership role in the cultural and historic quarter of Carlisle. Activity will be rich and multi-faceted, digital and ‘real world’, and celebrating the talent of local artists and makers.

We recognise that digital engagement and interpretation is a real development area for the Museum – our focus will be on innovative content using existing platforms and technologies that work for our audiences. In the Development Phase we will work with an external agency to develop a Digital Strategy for the Delivery Phase of the Activity Plan, covering the use of digital in outreach and engagement as well as in co-curation projects and gallery development.

We will deliver a programme of ‘Creative Collaborations’, based on consultation and planning with partners at the Cumbria Arts & Culture Network during the Development Phase. This will result in an annual local artist commissioning programme throughout the Delivery Phase, using the city’s heritage and the Museum’s collections as inspiration. The programme will support the local creative and cultural eco-system whilst providing our visitors and audiences with dynamic, thought-provoking on-gallery experiences rooted in heritage and collections. Championing and supporting the work of neuro-diverse artists and artists experience barriers to development will be a key part of this process: in the Development Phase we will work with our partners Prism Arts to create a strategy for engaging with their group of neuro-diverse artists throughout the Delivery Phase, creating opportunities for artists to work closely with curators on object selection and creative responses. Finally, we will engage with artist(s) on a ‘Creative Relaunch’ commission in the build up to re-opening that will generate local interest in the development through innovative and creative collections inspired art.

Other activity in this strand focusses on building a thriving events and festival programme with partners, focussed on Carlisle’s heritage and culture. Together with partners in the Carlisle Culture Consortium (Tullie House is a founding lead member) and our Community Board, we will co-deliver a (ideally annual) ‘Cultural Quarter Festival’ that celebrates Carlisle’s creativity and provides opportunities for local audiences to engage with their heritage in unusual locations, times and formats. In addition to this we will develop and

pilot a new 'Creative Cultural Events Programme' in the Museum: running all year round the programme will use our buildings, collections and programmes to create an events programme that supports the night time economy of the city, bringing new audiences to the museum and heritage. Finally, we will build on our success delivering the city's annual Chinese New Year Festival by re-inventing it following the closure period as a 'Lunar New Year' event that celebrates the diversity of Carlisle and the Museum's collections. As well as a 'wider range of people involved in heritage', this activity supports the NLHF Project Outcomes of:

- People will have developed skills
- Heritage will be better explained
- People will have learned about heritage, leading to change in ideas and actions
- Local area will be a better place to live, work and visit
- People will have greater wellbeing
- The funded organisation will be more resilient

2.4 Our Staff

The biggest challenge facing the existing Tullie House learning team is in capacity. For this reason, we will invest in two new posts. The Community Curator will bridge the learning and curatorial teams and support the delivery of collections inspired outreach and engagement activity. The post will work closely with the Project Tullie Lead Curator and will also develop and deliver on the Museum's Contemporary Collecting Strategy, ensuring that the collection is truly representative of the diversity of Carlisle today. The post will lead on the testing and embedding of OF BY FOR ALL frameworks within our co-curation activity and measuring the Activity Plan's success by coordinating evaluation of collections focussed engagement activity.

In addition to this, we plan to recruit an additional Volunteer Coordinator and Learning Producer in the Delivery Phase. Both these posts will add significant capacity to the team, helping deliver on the significant expansion of the volunteering programme and the ambitious but achievable targets for increasing learning activity across all areas.

2.5 Longer term benefits

Project Tullie will transform our Manifesto from a guiding vision to aspire to, to a set of principles in which all of our activity is based: the long-term benefits of this seismic shift will be felt by staff, volunteers and, most importantly, our visitors and participants. Extra capacity during the Development and Delivery Phases will support existing staff as new programmes are developed and on-going initiatives are enhanced, strategic evaluation frameworks are adopted and new skills developed. These fixed term posts will ensure change is a gradual, supported process so that at the end of the Delivery Phase staff feel comfortable to sustain programming and therefore benefits for participants are maintained. Volunteers will also undergo this gradual process of supported change, and their involvement in the delivery of activity will help it to be sustainable in years to come. Tullie House is well-connected across the heritage sector, and is part of the National Museum Directors Council and the English Civic Museums Network. The Cumbria Museum Consortium (of which we are the lead organisation) chairs the Cumbria Museum Directors Group and co-manages Museum Development North West so we are extremely well placed to share learning with other museums in the region. Particular focus for this sharing will be running a major capital development project using co-curation principles, and developing

and sustaining meaningful, wellbeing-enhancing activity for young people, families and vulnerable adults.

3. Action Planning

Our Manifesto and the OF BY FOR ALL programme have formed the framework for activity within the Development and Delivery Phases. The Action Plan Table that follows is split into the three strands outlined above.

Activity Plan

Activity: outline description	Target audience for activity	Outcome – what change will there be?	Resources	Costs in project budget (Total £xx and detail of each item £xx)	Timetable	Targets & measures of success (we will ask you to evidence your achievement against these targets in your evaluation report)	Method(s) of evaluation
TULLIE CONNECTORS: Community Board will help us plan and deliver all three strands of the Activity Plan, as well as inputting into capital development progress; interpretation strategies; brand development; co-designing exhibitions strategy; collections development.	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place to live, work & visit	Staff time; expenses budget	£500 p/a	Dev & Del	12 Community Board members engaged annually	Participant Surveys; record of ideas / changes fed into the project; annual evaluation with Community Board
Development Phase Jan 2022 - March 2023							
Connected Communities							
TULLIE TASTERS - reaching in by inviting new and existing groups to use museum spaces for their own activity. This will test demand for Tullie as a 'third space' for groups to use independently. Taster programme will also be a vehicle carrying out access audits for a range of different users.	Local residents, existing and potential new users	wider range of people will be involved in heritage; local area will be a better place to live, work & visit; funded organisation will be more resilient	Staff time; digital and print marketing	£500	April - October 2022	Target of 12 groups using spaces October - April	Participant surveys
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; digital and print marketing	£1,000	Plan in 22/23 Q1, deliver from Q2	Del Phase - 18 visits average 15 people per visit = 270	Numbers target; post activity participant survey
Creative People (Active Citizens)							
VOLUNTEERS: work with a consultant to create a cohesive, strategic 'Team Tullie' volunteering programme that meets the needs of our audiences and activities, and offers progression, training and development for participants.	Local residents (inc. communities with protected characteristics, particular focus on Age, Disability, Socio-Economic, Ethnicity and Sexuality)	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff time; external consultant	£3,000	Dev	Retain 50 active volunteers after Autumn 2022 closure	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: working in partnership through LCEP and via recruitment of a Teacher Advisory Group, research and develop a Carlisle Curriculum linked to collections, crowdsourcing stories and resources, create supporting digital resources offer.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff time; teacher backfill; external consultant	£1,500 (£500 teacher backfill, £1,000 consultancy)	Dev	8 teachers engaged in consultation; 10,000 pupils engaged in in house/outreach activities over 15 months	Survey teacher participation; pupils evaluation
YOUNG PEOPLE (11-25 year olds): embed Hope Streets learning via YP takeover of events programme April - October 2022 and the development of a Work Placement Programme in consultation with key partners including Cumbria Careers Hub, Cumbria Youth Service, Carlisle Key (charity supporting homeless young people), Carlisle Young Carers and Inspira.	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; partner consultation; resource for events & activities; Hope Streets budget	£3,000 (£2,000 consultation and development, £1,000 for activities - this budget will be supplemented by final year of Hope Streets budget)	Dev	30 young people engaged; 450 instances of participation (1 per month for 15 months)	Numbers target; interviews/surveys; development of bespoke evaluation programme ahead of Delivery Phase
FAMILIES: consultation programme plus Sumer 2022 Tullie Farwell party, use as opportunity to promote outreach programme starting in October 2022.	Local families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; consultation expenses; Arts Council activity budget	£500 (expenses towards consultation - ACE budget to cover event)	Dev	5000 attendees	Numbers target; interviews/surveys; development of bespoke evaluation programme ahead of Delivery Phase
COMMUNITY GROUPS: wellbeing (social prescribing) outreach activities linked to the collections Partners: Thriving Communities Partnership, Dementia Action Alliance, Carlisle Mencap, Multicultural Cumbria	Local residents, underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage	£3,000	Dev	360 individuals / 810 instances of participation	Numbers target; participant surveys; development of bespoke evaluation programme ahead of Delivery Phase

CO-CURATION: R&D for programme of co-creation using Of/By/For All community engagement frameworks, planning which galleries and community groups will be focussed on each year of the Delivery Phase	Local residents (inc. families), underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; R&D materials	£1,000	Dev	No delivery, just consultation	N/A
A Thriving Ecosystem							
CREATIVE COLLABORATIONS: Consultation with local artists on Delivery Phase commissioning activity, supported by Cumbria Arts & Culture Network	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance artist fees for consultation	£2,000	Dev	Focus group of 10 artists plus survey of CACN members c. 50	Numbers target
DIGITAL PLANNING: engage Digital Strategy Consultant to plan digital activity in Delivery Phase as a 'golden thread' running through outreach and gallery development. Focus on innovation in content, not technology. To include staff training.	Local residents inc. families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; external consultant	£5,000	Dev	No numbers target - strategy developed	N/A
PRISM ARTS PARTNERSHIP: Staff backfill to plan Delivery Phase activity. Focus will be on developing opportunities for progression of neuro-diverse artists.	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Dev	Consultation - engage with 10 staff and artists	N/A
Delivery Phase Y1 2023/24							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£2,000	Del Y1 - Y5	24 visits, average 15 attendees = 360	Numbers target; participant surveys
TULLIE TEASERS - in the Museum: small-scale community activities and conversations, behind the scenes tours (inc. virtual) during build and relaunch - supported by digital, brand and marketing activities. Volunteer co-designed & delivered.	Local residents (inc. families)	wider range of people involved in heritage; people will have developed skills	Staff time; volunteer time; marketing costs	£500	Del Y1	120 people (12 events x 10 people)	Numbers target; participant surveys
TULLIE POP-UP - on the High Street: developing 'uncommon partnerships' by taking museum objects out onto the high street and loaning to local shops and businesses across the city. Support ongoing awareness during closure period.	Local residents, businesses, tourists	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; cases for collections; interpretation costs	£5,000	Del Y1 & Y2	1200 (12 loans, average 100 people engaging with each loan)	Numbers target; on site evaluation (post it notes etc)
TULLIE TAKEOVER - on the High Street: taking over vacant units / spaces to create mini-museums, supporting ongoing offer during the closure period	Local residents, businesses, tourists	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; rent & rates; fit out costs; interpretation; marketing	£30,000	Del Y1	6,400 people engaged (1 takeover per month for 8 months, 800 people)	Numbers target; on site evaluation (post it notes etc)
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie initiative planned in Development Phase to be launched. Volunteer activity will include outreach, collections care, delivery of Tullie Teasers and the planning of future volunteer activity	Local residents (inc. communities with protected characteristics, particular focus on Age, Disability, Socio-Economic, Ethnicity and Sexuality)	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff time; volunteer time; expenses; equipment and materials; recruitment costs	£4,500 (£2.5k to create training resources, £1k curatorial equipment, £1k recruitment).	Del Y1-Y5	Additional 20 volunteers recruited; 70 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: pilot and test the Carlisle Curriculum with the LCEP and Teacher Advisory Group via outreach activities	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff time; teacher backfill; graphic design for the programme; equipment and materials; mileage	£5,000	Del Y1	2,400 pupils (average of 1 digital and 1 physical outreach per week during term time)	Teacher & pupil surveys
YOUNG PEOPLE (11-25 year olds): co-creation activities focussing on human history galleries; establish on site 'home' for YP activity during closed period; work placements	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£3,000	Del Y1	45 young people; 540 instances of participation (one per month)	Numbers target; YP evaluation programme

FAMILIES: Outreach at Community Centre and Church based toddler groups, Sure Start centres, Autism Family Support network. Consult on families programme planning for-reopening.	Local families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity budgets; mileage	£1,500	Del Y1-Y2	120 attendees (1 activity per month for 12 months)	Numbers target; participant surveys
COMMUNITY GROUPS: wellbeing (social prescribing) outreach activities linked to the collections Partners: Thriving Communities Partnership, Dementia Action Alliance, Carlisle Mencap, Multicultural Cumbria. Co-design communities offer, focussing on use of spaces.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage	£5,000	Del Y1-Y5	213 individuals / 480 attendances (one session per week for 12 months, average 10 attendees)	Numbers target; participant evaluation
CO-CURATION: Year 1 Co-curation programme, focussing on People, History & Carlisle Inspires galleries	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£10,000	Del Y1 & Y2	4 groups, average of 10 per group = 40 participants	Participant evaluation - bespoke programme created in development phase
GREENER TULLIE: Environmental awareness training for staff and volunteers	Staff & volunteers	people will have developed skills; people will have learnt about heritage leading to change in ideas and actions	Staff time; consultant / trainer delivery; volunteer time	£4,000	Del Y1	70 staff and volunteers trained	Participant evaluation
A Thriving Ecosystem							
CREATIVE COLLABORATIONS: Y1 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey
DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	No numbers target - digital activity will be woven through 'Creative People' events and activities	Participant evaluation
CREATIVE LAUNCH: Commission for relaunch campaign to build interest amongst local residents	Local residents	wider range of people involved in heritage	Staff time; artist costs	£15,000	Del Y1 & Y2	TBC - target confirmed following commission	TBC
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
Delivery Phase Y2 2024/5							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£1,500	Del Y1 - Y5	12 visits average 15 attendees per session = 180	Numbers target; participant surveys
TULLIE POP-UP - on the High Street: developing 'uncommon partnerships' by taking museum objects out onto the high street and loaning to local shops and businesses across the city. Support ongoing awareness during closure period.	Local residents, businesses, tourists	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; interpretation costs; budget less as infrastructure in place	£2,500	Del Y1 & Y2	6 loans, average 100 people engaging with each loan per month = 600 people	Numbers target; on site evaluation (post it notes etc)
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie programme, ongoing delivery to include gallery engagement, outreach, collections care, delivery of Tullie Teasers and the planning of future volunteer activity	Existing audiences, young people, unemployed	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff costs; volunteer expenses (higher as partially open); curatorial equipment; recruitment costs	£4,500 (£3k expenses. Collections Volunteers Equipment - £1k. £500 recruitment.)	Del Y1-Y5	Additional 20 volunteers recruited; 90 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: in gallery testing of the Carlisle Curriculum with the LCEP and Teacher Advisory Group. Co-design of new Tullie House schools offer with teacher advisory group and pupils. R&D on Secondary Schools. Existing schools programme delivery & outreach.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff costs; teacher backfills; design of materials; development of digital initiatives	£4,000	Del Y2	10,000 (based on use of one classroom plus outreach)	Teacher & pupil surveys

YOUNG PEOPLE (11-25 year olds): co-creation activities focussing on the New Insights Gallery, to include paid commission opportunities; co-design core offer for YP on re-opening, to include pilots of activities and events; work placements	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£2,500	Del Y2	45 young people in core groups (540 instances of participation); 6 events, 10 YP per event = 60 YPs. Total = 105	Numbers target; YP evaluation programme; event surveys
FAMILIES: Outreach ongoing, pilot new formats for family engagement activities in new galleries. Consult on programme for 2025/26 reopening year. Co-design elements of interactive Natural Science gallery installations. R&D on initiative to encourage repeat visits.	Families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£1,500	Del Y2	5,400 attendees	Numbers target; participant surveys; postcode analysis
COMMUNITY GROUPS: wellbeing (social prescribing) outreach activities linked to the collections Partners: Thriving Communities Partnership, Dementia Action Alliance, Carlisle Mencap, Multicultural Cumbria. Co-design re-launch communities offer, focussing on use of spaces.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage; consultancy	£7,000 (£5k activity, £2k consultation)	Del Y2	800 people /1800 instances of participation (double 2019/20)	Numbers target; participant evaluation
CO-CURATION: Y2 Co-curation Programme, focussing on New Insights gallery	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£10,000	Del Y2	4 groups, average of 10 per group = 40 participants	Participant evaluation - bespoke programme created in development phase
A Thriving Ecosystem							
DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	No numbers target - digital activity will be woven through 'Creative People' events and activities	Participant evaluation
CREATIVE COLLABORATIONS: Y2 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey
CREATIVE CULTURAL PROGRAMME: aimed at adults, evening events, theatre, art, performance. Year of pilot activities	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance costs; marketing costs	£5,000	Del Y2	360 adults (average 2 events per month, 15 attendees)	Numbers target; participant evaluation
CREATIVE LAUNCH: Creative Commission for relaunch campaign to build interest amongst local residents	Local residents	wider range of people involved in heritage	Staff time; artist costs	£15,000	Del Y1 & Y2	TBC - target confirmed following commission	TBC
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
Delivery Phase Y3 2025/26							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£500	Del Y1- Y5	6 visits, average 15 attendees = 90	Numbers target; participant surveys
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie programme, ongoing delivery to include gallery engagement, outreach, collections care, delivery of Tullie Teasers and the planning of future volunteer activity	Existing audiences, young people, unemployed	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff costs; volunteer expenses (higher as partially open); curatorial equipment; recruitment costs	£4,500 (£3k expenses. Collections Volunteers Equipment - £1k. £500 recruitment.)	Del Y1- Y5	Additional 20 volunteers recruited; 110 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: full launch of the Carlisle Curriculum programme and the new Tullie House schools offer.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff costs; equipment and materials; marketing costs; re-brand costs	£5,000	Del Y3	17,700 pupils (8,000 mediated, 2,200 SG, 7,500 outreach) (increase of c. 3,000 on 2019/20)	Teacher & pupil surveys
YOUNG PEOPLE (11-25 year olds): deliver and evaluate core YP programme.	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£2,500	Del Y3	45 young people in core groups (540 instances of participation); 12 events, 10 YP per event = 120 YPs. Total = 165	Numbers target; YP evaluation programme; event surveys
FAMILIES: re-launch Families programme including summer festival, delivery and evaluation.	Families	wider range of people involved in hertiage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£4,000	Del Y3-Y5	7,000 attendees	Numbers target; participant evaluation; postcode analysis
COMMUNITY GROUPS: re-launch community programme; devise sustainable long-term outreach programme with goal of supporting people into on-site access.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage;	£4,000	Del Y3	1200 people / 2,700 instances of participation (treble 2019/20)	Numbers target; participant evaluation

CO-CURATION: Year 3 Co-curation Programme	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£5,000	Del Y3- Y5	2 groups, average 10 participants = 20 people	Participant surveys
A Thriving Ecosystem							
CULTURAL QUARTER FESTIVAL: Celebration of the reopening of Tullie, delivered in partnership with Carlisle Culture, Cathedral, Castle, local cafes and restaurants	Local residents	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; freelancer costs; marketing and promotion; seed funding	£10,000	Del Y3-Y5	3,000 attendees	Numbers target; participant evaluation
LUNAR NEW YEAR FESTIVAL: return of the event for the first time in 5 years	Local residents inc families, local Chinese population	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; performer time; marketing and promotion; equipment & materials	£10,000	Del Y3-Y5	2,000 attendees	Numbers target; participant evaluation
CREATIVE COLLABORATIONS: Y3 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey
DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	TBC - depends on digital output developed	TBC
CREATIVE CULTURAL PROGRAMME: aimed at adults, evening events, theatre, art, performance. Full programme launch.	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance costs; marketing costs	£10,000	Del Y3 - Y5	Average 4 events per month, 15 attendees x 12 = 720 people	Numbers target; participant surveys
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
Delivery Phase Y4 2026/27							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£500	Del Y1- Y5	6 visits, average 15 attendees = 90	Numbers target; participant surveys
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie programme, ongoing delivery to include gallery engagement, outreach, collections care, and the planning of future volunteer activity	Existing audiences, young people, unemployed	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff costs; volunteer expenses (higher as partially open); curatorial equipment; recruitment costs	£4,500 (£3k expenses. Collections Volunteers Equipment - £1k. £500 recruitment.)	Del Y1- Y5	Additional 30 volunteers recruited; 140 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: deliver Tullie House schools offer, evaluation and monitoring continuous.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff costs; equipment and materials; marketing costs; re-brand costs	£4,000	Del Y4 - Y5	18,585 (5% increase on Y3)	Teacher & pupil surveys
YOUNG PEOPLE (11-25 year olds): deliver and evaluate core YP programme.	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£2,500	Del Y4 - Y5	45 young people in core groups (540 instances of participation); 12 events, 10 YP per event = 120 YPs. Total = 165	Numbers target; YP evaluation programme; event surveys
FAMILIES: including summer festival, delivery and evaluation.	Families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£4,000	Del Y3 - Y5	7,350 (Y3 + 5%)	Numbers target; participant evaluation; postcode analysis
COMMUNITY GROUPS: deliver & evaluate onsite provision.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage	£2,500	Del Y4-Y%	1260 people / 2,835 instances of participation	Numbers target; participant evaluation
CO-CURATION: Year 4 Co-curation Programme	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£5,000	Del Y3- Y5	2 groups, average 10 participants = 20 people	Participant surveys
A Thriving Ecosystem							
CULTURAL QUARTER FESTIVAL: delivered in partnership with Carlisle Culture, Cathedral, Castle, local cafes and restaurants	Local residents	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; freelancer costs; marketing and promotion; seed funding	£8,000	Del Y3-Y5	3,150 attendees (+5% Y3)	Numbers target; participant evaluation
LUNAR NEW YEAR FESTIVAL: return of the event for the first time in 5 years	Local residents inc families, local Chinese population	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; performer time; marketing and promotion; equipment & materials	£8,000	Del Y3-Y5	2,100 attendees (+5% Y4)	Numbers target; participant evaluation
CREATIVE COLLABORATIONS: Y4 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey

DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	TBC - depends on digital output developed	TBC
CREATIVE CULTURAL PROGRAMME: aimed at adults, evening events, theatre, art, performance.	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance costs; marketing costs	£8,000	Del Y4 - Y5	Average 4 events per month, 20 attendees x 12 = 960 people	Numbers target; participant surveys
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
Delivery Phase Y5 2027/28							
Connected Communities							
TULLIE ON TOUR - outreach programme in key community locations (e.g. community centres, pubs, parks and green spaces) - delivering object handling opportunities and collecting local histories and stories, supported by a social media campaign.	Local residents (inc. families)	wider range of people involved in heritage; people will have greater wellbeing	Staff time; marketing; equipment and materials; room hire fees	£500	Del Y1- Y5	6 visits, average 15 attendees = 90	Numbers target; participant surveys
Creative People (Active Citizens)							
VOLUNTEERS: Team Tullie programme, ongoing delivery to include gallery engagement, outreach, collections care, and the planning of future volunteer activity	Existing audiences, young people, unemployed	wider range of people involved in heritage; people will have developed skills; people will have greater wellbeing; funded organisation will be more resilient; local area will be a better place to live, work & visit	Staff costs; volunteer expenses (higher as partially open); curatorial equipment; recruitment costs	£4,500 (£3k expenses. Collections Volunteers Equipment - £1k. £500 recruitment.)	Del Y1- Y5	Additional 20 volunteers recruited; 160 active volunteers total	Numbers target; volunteer satisfaction/engagement surveys
SCHOOLS: deliver Tullie House schools offer, evaluation and monitoring continuous.	Teachers, Schoolchildren - primary and secondary schools	wider range of people involved in heritage; heritage will be better explained; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; local area will be a better place to live, work & visit	Staff costs; equipment and materials; marketing costs; re-brand costs	£4,000	Del Y4 - Y5	19,514 (5% increase on Y4)	Teacher & pupil surveys
YOUNG PEOPLE (11-25 year olds): deliver and evaluate core YP programme.	Young people (11-25 year olds)	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£2,500	Del Y4 - Y5	45 young people in core groups (540 instances of participation); 12 events, 10 YP per event = 120 YPs. Total = 165	Numbers target; YP evaluation programme; event surveys
FAMILIES: including summer festival, delivery and evaluation.	Families	wider range of people involved in heritage; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; activity and materials budget	£4,000	Del Y3 - Y5	7,718 (Y4 + 5%)	Numbers target; participant evaluation; postcode analysis
COMMUNITY GROUPS: deliver & evaluate onsite provision.	Local residents (inc. families), underrepresented groups	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; equipment and materials for activity, mileage; consultancy	£2,500	Del Y4-Y5	1322 people / 2,976 instances of participation	Numbers target; participant evaluation
CO-CURATION: Year 5 Co-curation programme	Local residents inc underrepresented groups, young people	wider range of people involved in heritage; people will have learned about heritage, leading to change in ideas & actions; people will have developed skills; people will have greater wellbeing; local area will be a better place to live, work & visit	Staff time; materials, equipment; expenses, interpretation	£5,000	Del Y3- Y5	2 groups, average 10 participants = 20 people	Participant surveys
A Thriving Ecosystem							
CULTURAL QUARTER FESTIVAL: delivered in partnership with Carlisle Culture, Cathedral, Castle, local cafes and restaurants	Local residents	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; freelancer costs; marketing and promotion; seed funding	£8,000	Del Y3-Y5	3,330 attendees (+5% Y4)	Numbers target; participant evaluation
LUNAR NEW YEAR FESTIVAL: return of the event for the first time in 5 years	Local residents inc families, local Chinese population	wider range of people involved in heritage; local area will be a better place to live, work and visit	Staff time; performer time; marketing and promotion; equipment & materials	£8,000	Del Y3-Y5	2,205 attendees (+5% Y4)	Numbers target; participant evaluation
CREATIVE COLLABORATIONS: Y5 of local artists commissioning programming for galleries	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Artist commissioning budget; staff time	£15,000	Del Y1-Y5	3 commissions per year; 3 artists	Visitor evaluation; artist survey
DIGITAL: delivery of plan created in Development Phase - innovative content, staff training.	Local residents inc families and young people	wider range of people involved in heritage; heritage will be better explained; people will have developed skills; funded organisation will be more resilient	Staff time; equipment and materials	£3,000	Del Y1-Y5	TBC - depends on digital output developed	TBC
CREATIVE CULTURAL PROGRAMME: aimed at adults, evening events, theatre, art, performance.	Local residents	wider range of people involved in heritage; local area will be a better place, to live, work & visit	Staff time; freelance costs; marketing costs	£8,000	Del Y4 - Y5	Average 4 events per month, 20 attendees x 12 = 960 people	Numbers target; participant surveys
PRISM ARTS PARTNERSHIP: delivery of activity	Local residents	wider range of people involved in heritage; people will have developed skills; local area will be a better place, to live, work & visit	Staff time; PA staff time	£1,000	Del Y1-Y5	5 artists engaged	Participant surveys
EVALUATION				£40,000			



Carlisle City Council

Report to Health and Wellbeing Scrutiny Panel

Item
A.5

Meeting Date: 25 November 2021
Portfolio: Communities, Health and Wellbeing
Key Decision: YES: KD 20 /21
Policy and Budget Framework
Framework YES
Public / Private Public

Title: REGULATORY REFORM (HOUSING ASSISTANCE) (ENGLAND AND WALES) ORDER 2002 - CHANGES TO EXISTING HOUSING ASSISTANCE POLICY
Report of: Corporate Director Governance and Regulatory Services
Report Number: GD 70 / 21

Purpose / Summary:

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

Recommendations:

It is recommended that Panel:

- 1 Consider the proposed revised Housing Renewal Assistance Policy 2022 in Appendix.1 in accordance with the Council's Budget and Policy Framework.

Tracking

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

1. BACKGROUND

1.1 Article 3 (1) of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) allows the City Council to provide assistance in improving living conditions within its area. Assistance can be in any form (Article 3(3)) but Article 4 requires that the Council first adopt a Policy for the provision of the assistance. The first Housing Renewal Assistance Policy was adopted by Carlisle City Council on 9th September 2003. The Policy has been amended since its adoption to allow actions to be taken by officers relating to the housing sector, most recently in 2019. The Council's decision on the 2019 Policy delegated responsibility for the use of funds and the granting of grants specified in the Policy to the Corporate Director of Governance and Regulatory Services.

1.2 The main source of funding for the assistance offered by the City Council is from the Disabled Facilities Grant funding. The City Council is under a mandatory obligation to provide a Disabled Facilities Grant (DFG) to assist with adaptations to disabled persons homes under the Housing, Grants, Construction and Regeneration Act 1996, as amended by the Regulatory Reform (Housing Assistance) Order 2002. DFG mandatory assistance is available to eligible applicants for certain works, subject to a test of the applicant's resources. Before 2016 the amount of money required for mandatory DFGs within the district exceeded the Government grants and contributions from the City Council. The City Council did not have the budget to take advantage of the discretionary opportunities to extend the use of the DFGs as allowed by the Regulatory Reform (Housing Assistance) Order 2002. However, in 2016/17 the City Council's Government Grant was significantly increased and the Council was able to take advantage of the increased funding to extend the scope of DFG assistance by adopting new discretionary grants through the Housing Renewal Assistance Policy 2017 and the subsequent revisions. The 2021/22 Government DFG allocation for Carlisle City Council is £2,155, 574, which is £255,810 above the £1,899,764 allocation in 2020/21.

2. ADDITIONAL HOUSING ASSISTANCE

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

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

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

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

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

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

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

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

3. RISKS

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

4 CONSULTATIONS

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

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

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

6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

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Appendices **Appendix.1 Housing Renewal Assistance Policy 2022**
attached to report:

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

- **None**

CORPORATE IMPLICATIONS:

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

Property services – None.

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

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

Equality – Carlisle City Council has a leading DFG service.

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

Carlisle City Council

HOUSING RENEWAL ASSISTANCE

POLICY

Update 2021

Introduction

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

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

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

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

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

Mandatory DFG applicants will not be disadvantaged by discretionary grants.

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

Types of Assistance Available

1.0 Mandatory Grants

1.1 Disabled Facilities Grants (DFG)

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

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

1.2. Mandatory DFG – Additional Discretionary Payments

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

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

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

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

1.3 Unforeseen Works – Mandatory Disabled Facility Grants

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

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

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

1.4 Independent Living Adaptation Grant

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

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

Amount of Assistance:

Up to £10,000.

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

1.5 Relocation Grant as an Alternative to Adaptations

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

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

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

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

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

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

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

1.6 Commissioning Independent Assessment of Need

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

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

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

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

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

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

1.7 Priority Points System for allocation of DFGs

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

1.8 DFG for Recycled equipment

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

2.0 Discretionary Assistance

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

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

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

2.1 Renovation Grants

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

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

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

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

2.2 Additional Discretionary Assistance for Mandatory Grants

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

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

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

2.3 Dementia Friendly Grant

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

Who can apply for a Dementia Friendly Grant?

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

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

Not subject to a means test.

Amount of Assistance: Up to £5,000

2.4 Safe and Warm Grants

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

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

Conditions

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

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

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

Criteria

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

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

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

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

AND

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

Eligible Owner Occupiers

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

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

AND

- Have owned the property for at least 6 months

Eligible Tenants

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

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

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

A tenant is one who meets one of the following:

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

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

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

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

Amount of Assistance for a Safe and Warm Grant

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

Measures that are not eligible for Safe and Warm Grants

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

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

2.5 Hospital Discharge Grant and Short Term Care Needs grant

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

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

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

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

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

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

Conditions

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

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

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

2.6 Hospital Discharge and Trusted Assessor Support

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

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

2.7 Energy Efficiency Grants

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

Who qualifies for this grant?

The applicant must:

Live in the local authority area of Carlisle City Council

AND receive one or more of the following benefits:

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

The qualifying person should make the application for the grant.

Works that are eligible for an Energy Efficiency measures grant

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

These include:

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

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

Amount of assistance for an Energy Efficiency Grant

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

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

3.0 Other Grants

3.1 Empty Property Grant

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

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

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

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

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

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

4. 0 General

4.1. DFG for Registered Providers

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

4.2 Limits on Discretionary Grants

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

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

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

4.2 Grants Place as a Land Registry Charge

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

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

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

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

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

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

In all charges being recovered the following will be considered:

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

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

4.3 Fees for professional services connected to DFG's.

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

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

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

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

4.5 Complaints

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

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

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 25 OCTOBER 2021

EX.115/21 REGULATORY REFORM (HOUSING ASSISTANCE) (ENGLAND AND WALES) ORDER 2002 - CHANGES TO EXISTING HOUSING ASSISTANCE POLICY

(Key Decision KD.20/21)

Portfolio Communities, Health and Wellbeing

Relevant Scrutiny Panel Health and Wellbeing

Subject Matter

The Communities, Health and Wellbeing Portfolio Holder presented a review of the existing Regulatory Reform Order (RRO) Housing Renewal Assistance Policy which was last updated in 2018 and approved by Council in January 2019. Revisions had been necessary to ensure the Housing Renewal Assistance Policy was fit for purpose as an offer for residents and reflected the current demands on the service. The revised Policy had been attached to report GD.70/21 as an appendix.

The Communities, Health and Wellbeing noted that the report recommended that the City Council used its discretionary powers under the Regulatory Reform Order to further broaden the scope of the Disabled facilities grants (DFGs) and allow specific DFG funding to be used for grants to assist the elderly, disable or other vulnerable groups to live independently and to improve their living conditions and well-being. Specifically, minor works that supports ill health prevention, promote independence and delay transfer into care. She moved that this be added to the recommendations detailed in the report.

The Portfolio Holder highlighted the excellent work that City Council staff had undertaken with the NHS to support people moving from hospital to their own homes as safely as possible.

The Communities, Health and Wellbeing Portfolio Holder moved the recommendations and the Economy, Enterprise and Housing Portfolio Holder seconded them.

Summary of options rejected None

DECISION

That the Executive:

- i) had considered the proposed revised Housing Renewal Assistance Policy 2022 (appendix 1 of report GD.70/21)
- ii) referred the said Policy to the Health and Wellbeing Scrutiny Panel for consideration in accordance with the Council's Budget and Policy Framework;
- ii) that the City Council used its discretionary powers under the Regulatory Reform Order to further broaden the scope of the Disabled facilities grants (DFGs) and allow specific DFG funding to be used for grants to assist the elderly, disable or other vulnerable groups to live independently and to improve their living conditions and well-being. Specifically, minor works that supports ill health prevention, promote independence and delay transfer into care.

Reasons for Decision

The revised Housing Renewal Assistance Policy 2022 will assist in ensuring that best use is made of the DFG capital funding making use of existing capacity and expertise within the Housing and Pollution and Homelife teams.

The introduction of flexibility into the assistance process is being promoted as good practice nationally and in line with government and local policies.



Carlisle City Council Report to Health and Wellbeing Scrutiny Panel

Item
A.6

Meeting Date: 25 November 2021
Portfolio: Environment and Transport
Key Decision: No.
Policy and Budget Framework: No.
Public / Private: Public

Title: Local Air Quality update
Report of: Corporate Director Governance and Regulatory Services
Report Number: GD.83/21

Purpose / Summary:

A report informing the Panel of the latest review and assessment of air quality in the District. The report discusses the 4-declared air quality management areas (AQMAs) and the most recent data from the Annual Status Report 2021, which covers data collected during 2020.

Recommendations:

1. Consider the most recent air quality monitoring data.

Tracking

Executive:	N/A
Scrutiny:	25 November 2021
Council:	N/A

1.0 Introduction

- 1.1 Local authorities have a major role to play in monitoring and improving air quality. The Environment Act 1995 included the responsibilities of local authorities to actively review and assess potential concentrations and sources of air quality pollutants. The 2019 Clean Air Strategy¹ sets out the case for action, with goals even more ambitious than EU requirements, to reduce exposure to harmful pollutants. The Road to Zero² sets out the approach to reduce exhaust emissions from road transport through several mechanisms.
- 1.2 Monitored air pollution levels are steadily declining, year on year in Carlisle. Our extensive monitoring programme has shown that Nitrogen Dioxide (NO₂) is the only health pollutant of concern. There are four localised areas, where levels are exceeding or could potentially exceed the national objective level. In these areas Air Quality Management Areas (AQMA's) have been declared.
- 1.3 In declaring Air Quality Management Areas, the Council is obliged to produce an Action Plan, that sets out the measures that it, and its partners, intend to take to reduce NO₂ concentrations.
- 1.4 The annual air quality assessments and Action Plan 2021 were undertaken by Carlisle City Council's Environmental Health service and can be viewed on the City council's website:
http://www.carlisle.gov.uk/environment_and_waste/environmental_health/air_quality/air_quality_documents.aspx

2.0 Air Quality Management Areas (AQMA) update

- 2.1 Between 2005-08 a total of six Air Quality Management Areas were declared in Carlisle due to annual average concentrations of Nitrogen Dioxide (NO₂), which exceeded the national objective. Nitrogen Dioxide in the District primarily caused by motor vehicle exhaust emissions. In 2019 the AQMA's were reduced to four. AQMA 3 and 6 have been revoked, due to improvements in air quality. AQMA 1 was also significantly reduced in size. It now includes just an area extending for approximately 100 m from the Stanwix Bank junction (A7) along Brampton Road including properties 1 to 17 on Brampton Road.
- 2.1.2 The monitoring data shown below for 2020 is artificially low due to the Covid-19 lockdowns and the associated reduction in traffic and commercial activity.

¹ Defra. Clean Air Strategy, 2019

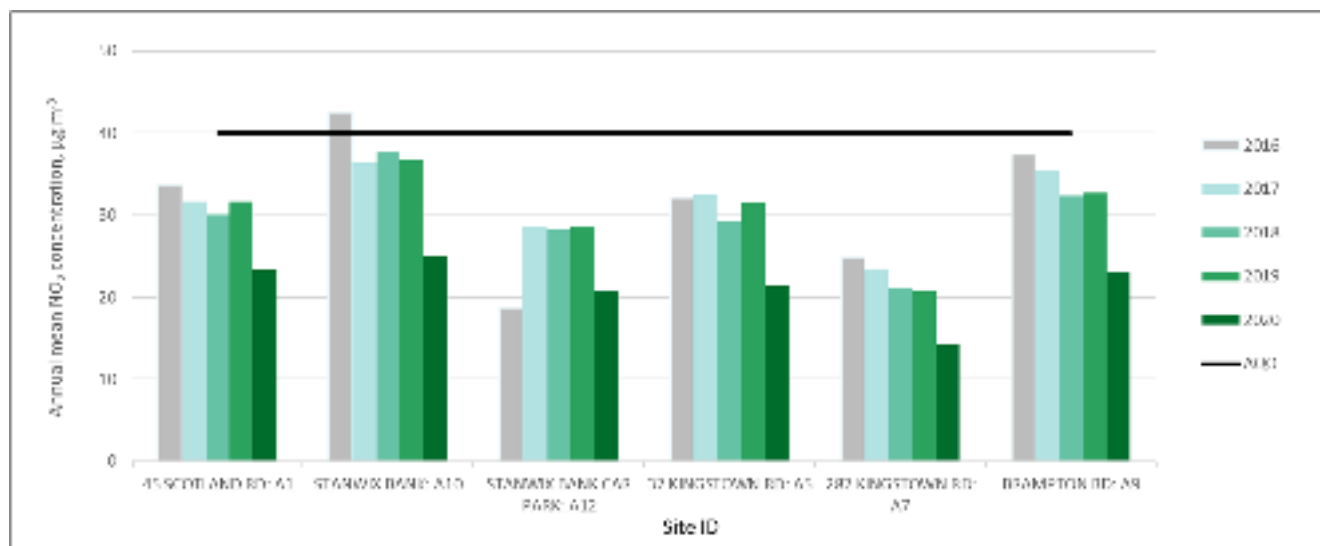
² DfT. The Road to Zero: Next steps towards cleaner road transport and delivering our Industrial Strategy, July 2018

The national annual average objective level for NO₂ is 40 µg m⁻³. This is shown by the horizontal line on each chart.

2.1 AQMA 1:

Brampton Road: Concentrations continue to steadily reduce. There was a marked reduction after 2012, which can be attributed to the opening of the Carlisle Northern Development Route. The concentration for 2020 was 23.0 µg m⁻³.

Figure 1 - Trends in annual mean NO₂: along A7



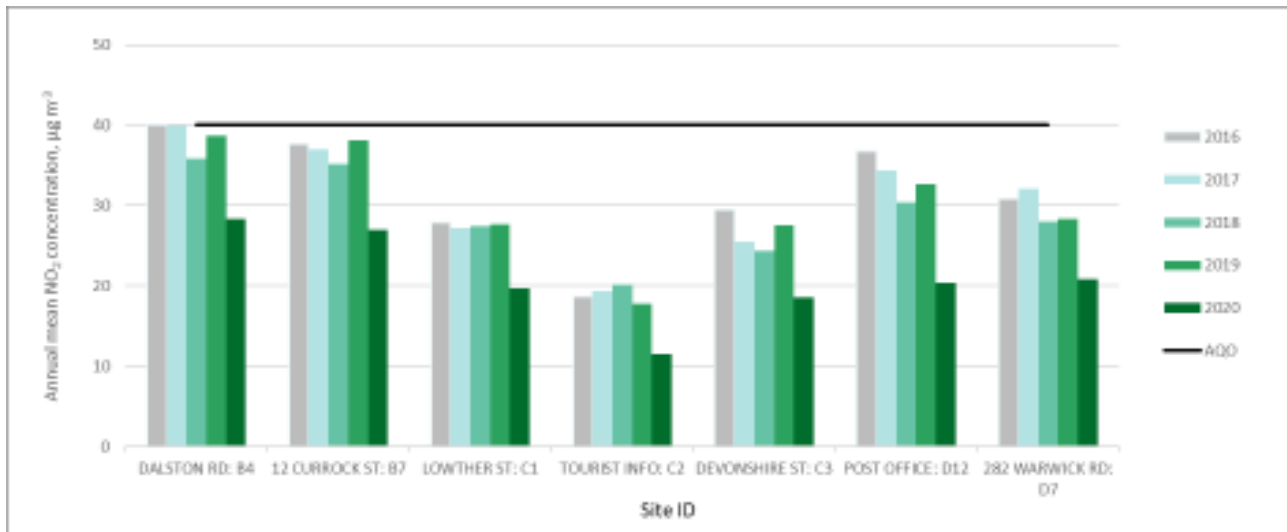
2.2 AQMA 2:

Currock Street: Concentrations continue to steadily reduce and remain below the annual objective concentration. However, concentrations remain close to the objective level. The concentration for 2020 was 27 µg m⁻³. (See figure 2 below for monitoring data).

2.3 AQMA 5:

Dalston Road: There was step down in concentration, from 2012 to 2013, which is attributed to the completion of the Carlisle Northern Development Route. Concentrations remain close to the objective level. The concentration for 2020 was 28 µg m⁻³.

Figure 2 Trends in annual mean NO₂: for sites in city centre and within AQMA 2 and AQMA 5



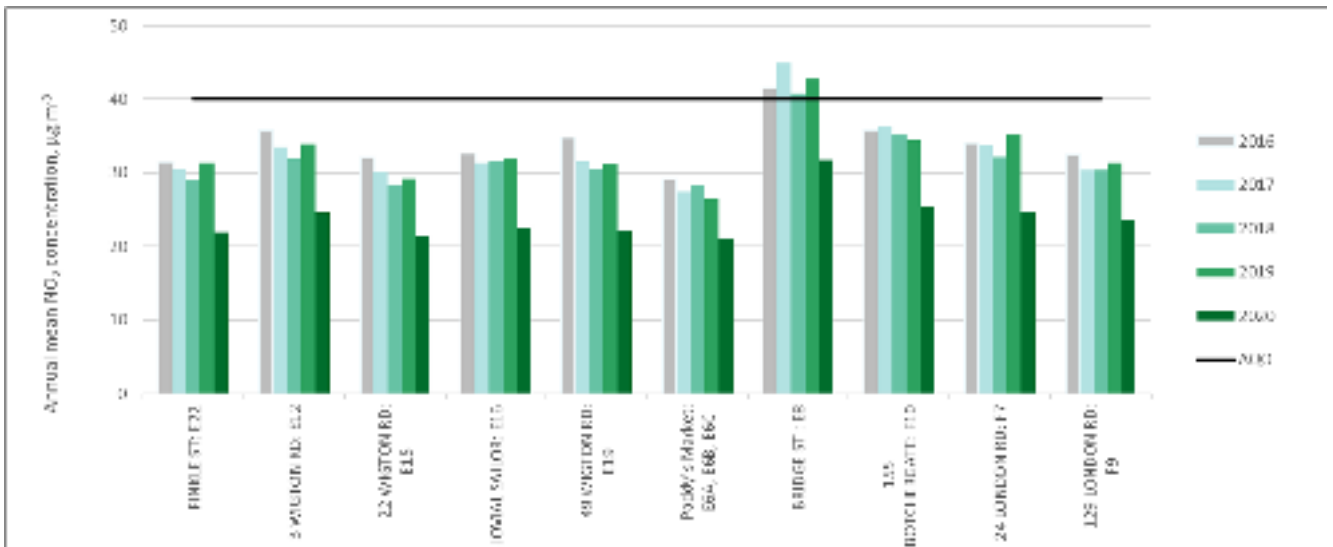
2.4 AQMA 4

2.4.1 Bridge Street: This location is adjacent to the main crossroad junction at Sainsburys Supermarket, near Caldewgate. This is our main area of concern at the current time. It is the only area which consistently exceeds the national objective level for NO₂, based on (pre covid) 2019 data.

2.4.2 We are currently awaiting a response from Cumbria County Council, Highways Department, regarding the possible reconfiguration of traffic signalling at this junction. The aim is to reduce emissions from stop start vehicles travelling west to east over the Caldew bridge toward the castle. The data suggests that this could be achievable, by modification of traffic management, in order to increase average traffic speed. This is a priority measure which is included in our Action Plan and will require some initial investment.

2.4.3 In this location the concentrations are consistently above the objective level (pre covid). The concentration for 2020 was 31 µg m⁻³.

Figure 3 Trends in annual mean NO₂: along Wigton Road and **Bridge Street**.



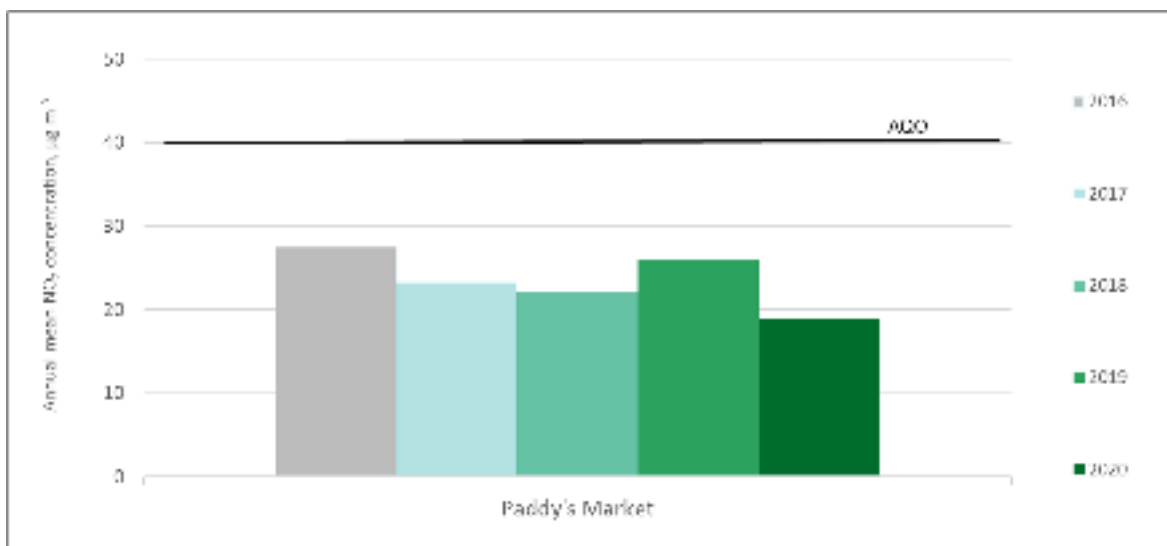
2.5 Continuous Monitoring Data from Paddys Market

Continuous monitoring was undertaken for NO₂, PM₁₀ and PM_{2.5} at Paddys Market. This location is directly opposite Bridge Street. The data collected has a high level of accuracy which was contributed to the national air quality networks.

NO₂

The Monitored NO₂ concentrations at Paddy’s Market automatic monitoring stations is consistently below the objective concentrations. (See fig 4 below)

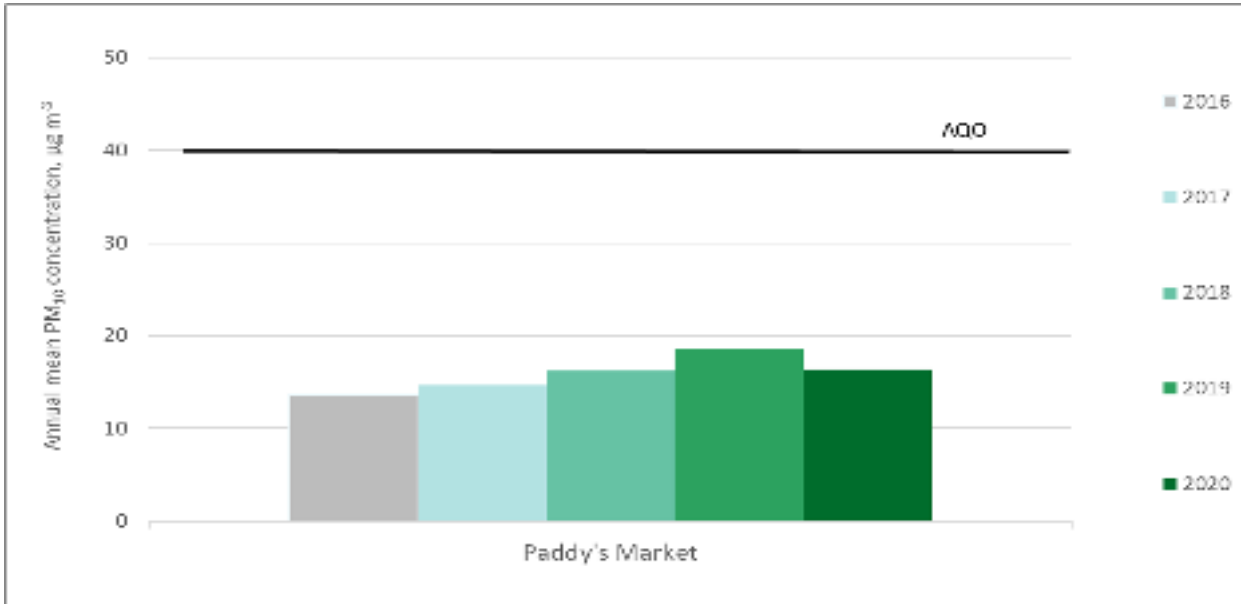
Figure 4. Trends in Annual Mean NO₂ Concentrations: Automatic monitoring at Paddy’s Market



PM₁₀

- There were no exceedances of the air quality objectives for PM₁₀. Levels are still well below the national objective. (See fig 5 below)

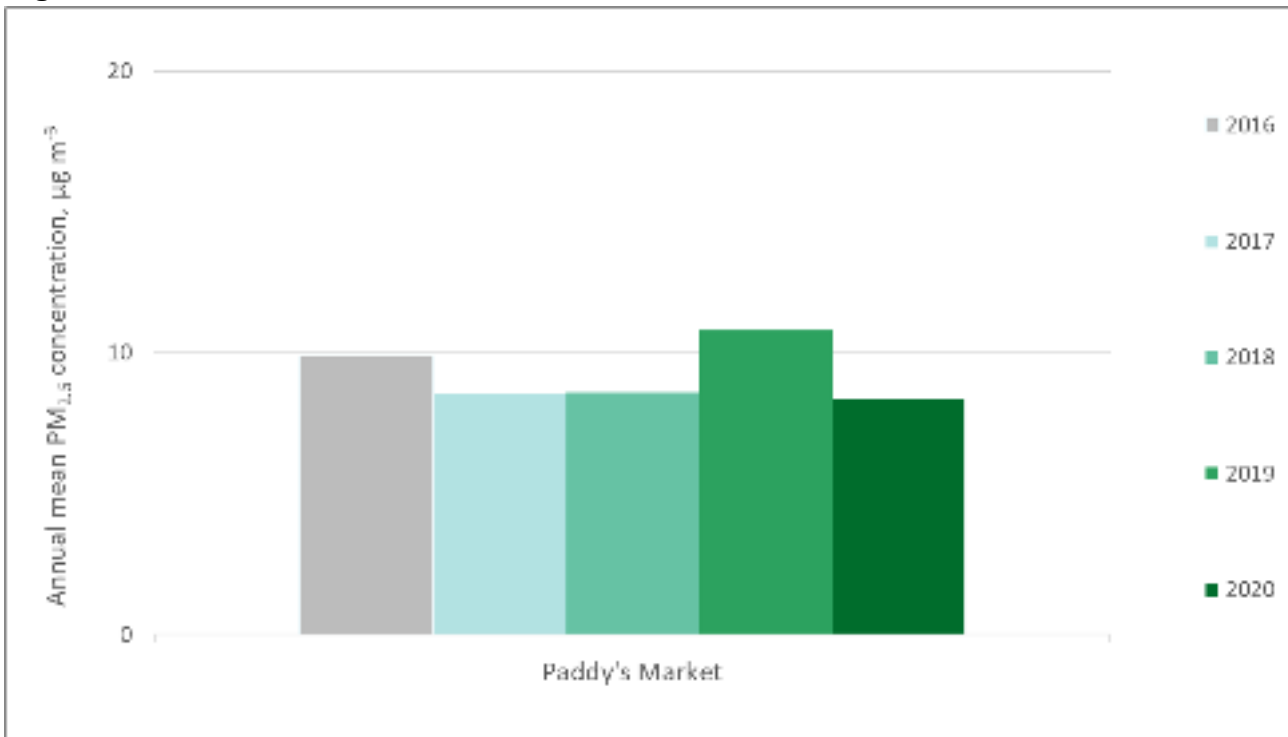
Figure 5; Trends in annual mean PM₁₀ concentrations (2020)



PM_{2.5}

- Over the last 5 years, the concentrations remain low and stable. PM_{2.5} concentrations are monitored to ensure they do not increase in future years. (See fig 6 below)

Figure 6, Trends in Annual Mean PM_{2.5} Concentrations



3.0 Air Quality Monitoring Station Relocation

3.1 The national air quality monitoring station is operated in conjunction with DEFRA and the Environment Agency. This was relocated from Paddy's Market Car park in summer 2021. This was due to technical issues with the location and the parameters required for the optimum accuracy of data. Officers worked through 2020 to find potential site solutions for the relocation. After several feasibility studies by the technical engineers, the final relocation site was selected. The unit is now located in Morton Manor Community Centre carpark, next to the A595 on Wigton Road.

4.0 Air Quality Improvements due to the Coronavirus lockdowns

- 4.1 It has been well reported in the media that the nationwide shutdown, caused by the coronavirus pandemic, has led to a decrease in air pollution across the UK. This was also the case in Carlisle.
- 4.2 An assessment was carried out in each of our AQMAs to quantify the impact of Covid. The monthly NO₂ concentrations over the previous four-year period were averaged and compared to 2020 concentrations. The data revealed that in each AQMA the largest change in concentration occurred in April (this was about 60 % reduction in AQMA 1). There was another large decrease in November (about 40 % reduction in AQMA 1).
- 4.3 The average decrease in NO₂ during 2020, throughout the whole Council area, was around 30 %. The largest decrease (40 %) occurred at the Tourist Information Office, located directly in the city centre, and the smallest (20 %) at Stanwix Bank Car Park.
- 4.4 The full assessment of the impact on Covid-19 on NO₂ concentrations can be found in the Annual Screening Assessment. 2021, on the council's website.
- 4.5 It is expected that NO₂ will return to pre Covid-19 concentrations within 2021 or 2022. As a result, it is too early to consider changing the AQMAs within Carlisle City Council.

5.0 RISKS

5.1 Report provided at the request of the Health and Wellbeing Scrutiny Panel.

6. CONSULTATION

6.1 Report provided at the request of the Health and Wellbeing Scrutiny Panel.

7. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 7.1 Air quality is extremely important for our residents and visitors to the area. Air pollution is associated with adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children, the elderly, and those with existing heart and lung conditions. There is also often a strong correlation with equalities issues. Areas with poor air quality are often less affluent areas^{3,4}. The mortality burden of air pollution within the UK is equivalent to 28,000 to 36,000 deaths at typical ages⁵, with a total estimated healthcare cost to the NHS and social care of £157 million in 2017⁶.
- Our monitoring data confirms that all pollutant concentrations are below the national objective levels. Carlisle complies with both the UK standards and the World Health Organisation guidelines for particulate matter. There are four small areas where NO₂ has the potential to exceed national guidelines, which we are working to improve.
- 7.2 Air quality will continue to be monitored in the District and focussed on those areas which are most likely to require intervention.

8. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 8.1 The proposals will help support the Carlisle Plan priority to: Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle: By continuing to monitor NO_x and other pollutants we continue to ensure that where necessary steps are taken to ensure air quality is highlighted for improvement.

Contact Officers: Amelia Morphet **Email**
Principal Health and amelia.morphet@carlisle.gov.uk
Housing Officer

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:

³ Public Health England. Air Quality: A Briefing for Directors of Public Health, 2017

⁴ Defra. Air quality and social deprivation in the UK: an environmental inequalities analysis, 2006

⁵ Defra. Air quality appraisal: damage cost guidance, July 2020

⁶ Public Health England. Estimation of costs to the NHS and social care due to the health impacts of air pollution: summary report, May 2018

- **None**

CORPORATE IMPLICATIONS:

Legal – Section 82 of the Environment Act 1995 provides that every local authority shall review the air quality within its area. Section 83 requires local authorities to designate air quality action areas where air quality objectives are not being achieved. Section 84 requires a local authority to carry out an assessment and then develop an Action Plan for the air quality management area. Where the Secretary of State is not satisfied that an authority has adequately discharged its duties, he may issue a direction to the authority under section 85 requiring it to prepare an action plan, or to modify an existing action plan.

Property services – No property implications

Finance – The monitoring of local air quality is contained within the Council's base budgets

Equality – As stated in the report, air pollution particularly affects the most vulnerable in society: children, the elderly, and those with existing heart and lung conditions. There is also often a strong correlation with equalities issues.

Information Governance – None



Carlisle City Council

Report to Health & Wellbeing Scrutiny Panel

Item A.7

Report details

Meeting Date:	25 th November 2021
Portfolio:	Finance, Governance and Resources
Key Decision:	No
Policy and Budget Framework	Yes
Public / Private	Public
Title:	QUARTER 2 PERFORMANCE REPORT 2021/22
Report of:	Policy and Communications Manager
Report Number:	PC 38/21

Purpose / Summary:

This report contains the Quarter 2 2021/22 performance against the current Service Standards and an update on the delivery of the Carlisle Plan 2021-23 actions as defined in the Plan. Performance against the Panel's 2021/22 Key Performance Indicators (KPIs) are included as a dashboard.

Recommendations:

1. Scrutinise the performance of the City Council with a view to seeking continuous improvement in how the Council delivers its priorities.

Tracking

Executive:	20 th December 2021
Scrutiny:	Business and Transformation 7 th December 2021 Health and Wellbeing 25 th November 2021 Economic Growth 2 nd December 2021
Council:	N/A

1. Background

1.1 This report contains the Quarter 2 2021/22 performance against the Service Standards and a summary of the Carlisle Plan 2021-23 actions as defined in the Plan. The Panel's Key Performance Indicators (KPIs) are also included as an appended dashboard.

1.2 Service Standards are the measures judged to be the most important to our customers and therefore the mostly likely to influence the overall satisfaction with how the Council performs. The following pages contain the Council's performance against the Service Standards for this Panel.

1.3 The measures are predominately lagging indicators (looking back at performance) and cover a range of services. Some indicators naturally lend themselves to having a specific target, or a national target, whilst with others the aim is to continually improve year-on-year compared to past performance. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The measures can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form, through performance reporting, is just one aspect of the Council's wider performance framework.

1.4 The current position of the projects and programmes of the Carlisle Plan are presented in Section 3. Only actions within the remit of the Panel are included in this report. The intention is to give the Panel a brief overview of the current position without duplicating the more detailed reporting that takes place within the Scrutiny agendas and Portfolio Holder reports.

1.5 Summary of KPIs and Service Standards:

Service Standards – 0 'red', 1 'amber' and 2 'green'

KPIs – 0 'red', 1 'amber', 5 'green'

Summary of Exceptions (RED)

None

2. Proposals

None

3. Risks

None

4. Consultation

The report was reviewed by relevant senior management and will be considered at the other Scrutiny Panels.

5. Conclusion and reasons for recommendations

The Panel are asked to scrutinise the Performance Report prior to it being submitted to Executive.

6. Contribution to the Carlisle Plan Priorities

Detail in the report.

Contact details:

Contact Officer: Gary Oliver Ext: 7430

Appendices attached to report:

- Performance Dashboard

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

- None

Corporate Implications:

Legal - This report raises no explicit legal issues.

Property Services - This report raises no explicit property issues

Finance - This report raises no explicit financial issues

Equality - This report raises no explicit issues relating to the Public Sector Equality Duty.

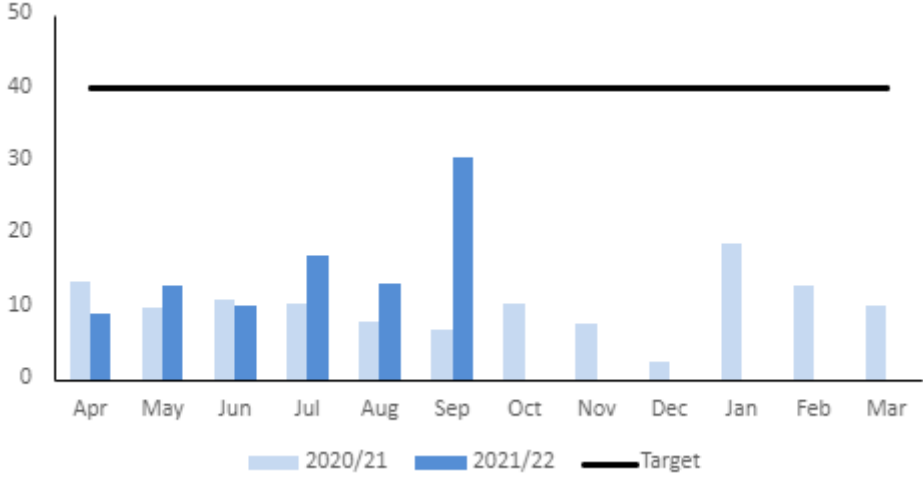

Information Governance- This report raises no explicit issues relating to Information Governance.

Section 1: Service Standards 2021/22

Service Standards were introduced in 2012 after consultation with Service Managers, DMTs, SMT and JMT. Five further measures were introduced from Quarter 2 2017/18 and all are reviewed during Quarter 3 each year as part of the service planning process. Service Standards are the measures judged to be the most important to our customers, therefore, the most likely to influence the overall satisfaction with how the Council performs.

The following pages contains the Council's performance against the Service Standards within the Panel's remit.


SS02: Proportion of waste or recycling collections missed (valid)

Service Standard	End of Quarter 2 2021/22	Performance by Month	Further Information																																																				
40 missed collections per 100,000 (Industry standard)	15.4 (Q2 2020/21: 9.7)	 <table border="1" data-bbox="763 746 1682 1225"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>2020/21</th> <th>2021/22</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>13</td><td>9</td><td>40</td></tr> <tr><td>May</td><td>10</td><td>13</td><td>40</td></tr> <tr><td>Jun</td><td>11</td><td>10</td><td>40</td></tr> <tr><td>Jul</td><td>10</td><td>16</td><td>40</td></tr> <tr><td>Aug</td><td>8</td><td>13</td><td>40</td></tr> <tr><td>Sep</td><td>7</td><td>30</td><td>40</td></tr> <tr><td>Oct</td><td>10</td><td>0</td><td>40</td></tr> <tr><td>Nov</td><td>8</td><td>0</td><td>40</td></tr> <tr><td>Dec</td><td>3</td><td>0</td><td>40</td></tr> <tr><td>Jan</td><td>18</td><td>0</td><td>40</td></tr> <tr><td>Feb</td><td>13</td><td>0</td><td>40</td></tr> <tr><td>Mar</td><td>10</td><td>0</td><td>40</td></tr> </tbody> </table>	Month	2020/21	2021/22	Target	Apr	13	9	40	May	10	13	40	Jun	11	10	40	Jul	10	16	40	Aug	8	13	40	Sep	7	30	40	Oct	10	0	40	Nov	8	0	40	Dec	3	0	40	Jan	18	0	40	Feb	13	0	40	Mar	10	0	40	Around two million collections have been made with 305 missed (99.98% success rate).
	Month		2020/21	2021/22	Target																																																		
	Apr		13	9	40																																																		
May	10	13	40																																																				
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Jan	18	0	40																																																				
Feb	13	0	40																																																				
Mar	10	0	40																																																				
On target?																																																							
																																																							

SS03: Percentage of household waste sent for recycling (including bring sites) **now including Household Waste and Recycling Centres at Bousteads Grassing and Brampton**

Service Standard	To end of Aug 2021	Performance by Month	Further Information																																							
Target to be confirmed	58.0% (End Aug 2020: 56.4%)	<table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>2020/21 (%)</th> <th>2021/22 (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>43</td><td>55</td></tr> <tr><td>May</td><td>58</td><td>55</td></tr> <tr><td>Jun</td><td>58</td><td>60</td></tr> <tr><td>Jul</td><td>58</td><td>58</td></tr> <tr><td>Aug</td><td>58</td><td>57</td></tr> <tr><td>Sep</td><td>57</td><td></td></tr> <tr><td>Oct</td><td>54</td><td></td></tr> <tr><td>Nov</td><td>52</td><td></td></tr> <tr><td>Dec</td><td>44</td><td></td></tr> <tr><td>Jan</td><td>43</td><td></td></tr> <tr><td>Feb</td><td>48</td><td></td></tr> <tr><td>Mar</td><td>53</td><td></td></tr> </tbody> </table>	Month	2020/21 (%)	2021/22 (%)	Apr	43	55	May	58	55	Jun	58	60	Jul	58	58	Aug	58	57	Sep	57		Oct	54		Nov	52		Dec	44		Jan	43		Feb	48		Mar	53		<p>A draft interim strategy has been developed and is currently being toured around each of the seven districts prior to consideration by the Cumbria Strategic Waste Partnership and the County Council (lead authority). The draft interim strategy may then be submitted to public consultation. The draft interim strategy was considered by Carlisle's JMT on Monday 25 October 2021.</p>
	Month		2020/21 (%)	2021/22 (%)																																						
	Apr		43	55																																						
May	58	55																																								
Jun	58	60																																								
Jul	58	58																																								
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Sep	57																																									
Oct	54																																									
Nov	52																																									
Dec	44																																									
Jan	43																																									
Feb	48																																									
Mar	53																																									
On target?																																										

SS06: Proportion of food businesses that are broadly compliant or better with food safety legislation

Service Standard	Rolling figure to end of Quarter 2 2021/22	Performance by Quarter	Further Information																				
<p>Our work with local food businesses should ensure that 96% are at least broadly compliant.</p>	<p>98%</p>	 <p>The chart displays performance by quarter for two financial years: 2020/21 (light blue bars) and 2021/22 (dark blue bars). A horizontal black line represents the target at 96%. The y-axis ranges from 50% to 100% in 25% increments. The x-axis lists Quarter 1, Quarter 2, Quarter 3, and Quarter 4. In 2020/21, performance is approximately 98% in all quarters. In 2021/22, performance is approximately 96% in Quarter 1 and Quarter 2, and approximately 98% in Quarter 3 and Quarter 4. The 2021/22 performance in Quarter 2 is slightly below the 96% target line.</p> <table border="1"> <caption>Performance by Quarter Data</caption> <thead> <tr> <th>Quarter</th> <th>2020/21 (%)</th> <th>2021/22 (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Quarter 1</td> <td>98</td> <td>96</td> <td>96</td> </tr> <tr> <td>Quarter 2</td> <td>98</td> <td>96</td> <td>96</td> </tr> <tr> <td>Quarter 3</td> <td>98</td> <td>-</td> <td>96</td> </tr> <tr> <td>Quarter 4</td> <td>98</td> <td>-</td> <td>96</td> </tr> </tbody> </table>	Quarter	2020/21 (%)	2021/22 (%)	Target (%)	Quarter 1	98	96	96	Quarter 2	98	96	96	Quarter 3	98	-	96	Quarter 4	98	-	96	<p>Approximately 200 premises are usually inspected each quarter. All premises are usually inspected at least once every eighteen months.</p>
	Quarter		2020/21 (%)	2021/22 (%)	Target (%)																		
	Quarter 1		98	96	96																		
Quarter 2	98	96	96																				
Quarter 3	98	-	96																				
Quarter 4	98	-	96																				
<p>On target?</p>																							
<p>✓</p>																							

SS09: Proportion of new waste and recycling bins, bags and containers delivered on time (within 10 working days)

Service Standard	End of Quarter 2 2021/22	Performance by Month	Further Information																																																				
<p>95% delivered within 10 working days</p>	<p>94.2%</p> <p>Q2 2020/21: 99%</p>	<p>The chart displays monthly performance percentages for two periods: 2020/21 (light blue bars) and 2021/22 (dark blue bars). A horizontal black line represents the 95% target. The 2021/22 data shows a significant drop in August to approximately 62%, while other months remain near or above the target. The 2020/21 data shows consistent performance near the target.</p> <table border="1"> <caption>Performance by Month Data</caption> <thead> <tr> <th>Month</th> <th>2020/21 (%)</th> <th>2021/22 (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Apr</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>May</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Jun</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Jul</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Aug</td><td>98</td><td>62</td><td>95</td></tr> <tr><td>Sep</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Oct</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Nov</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Dec</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Jan</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Feb</td><td>98</td><td>95</td><td>95</td></tr> <tr><td>Mar</td><td>98</td><td>95</td><td>95</td></tr> </tbody> </table>	Month	2020/21 (%)	2021/22 (%)	Target (%)	Apr	98	95	95	May	98	95	95	Jun	98	95	95	Jul	98	95	95	Aug	98	62	95	Sep	98	95	95	Oct	98	95	95	Nov	98	95	95	Dec	98	95	95	Jan	98	95	95	Feb	98	95	95	Mar	98	95	95	<p>The drop in performance in August was related to lack of drivers and household waste collections took priority. 95% were still delivered within 15 working days. We have since hired a smaller delivery vehicle that can be driven by a non-HGV driver and we also split the bin deliveries from the boxes and bag deliveries so that the smaller items could be collected in a smaller vehicle to catch up.</p>
	Month		2020/21 (%)	2021/22 (%)	Target (%)																																																		
	Apr		98	95	95																																																		
May	98	95	95																																																				
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Mar	98	95	95																																																				
<p>On target?</p>																																																							
<p>▲</p>																																																							

Section 2: Key Performance Indicators (KPIs)

Service Standards are not the only set of measures used to interrogate the performance of the Council. Alongside the review of Service Standards, a set of Key Performance Indicators, derived from the links between the service plans and budget resolution were developed. The measures are predominately lagging indicators (looking back at performance) and cover a range of internal and external facing services. Some indicators naturally lend themselves to having a target or may have a national target set whilst with others, the aim is to improve year-on-year. Regularly monitoring the Council's performance helps to drive continuous improvement and protects against any financial or organisational issues by flagging up indicators that are off target. The KPIs can also be used for a variety of other purposes including: to evaluate, control, budget, motivate, promote, celebrate and learn. Performance management in this form is just one aspect of the Council's wider performance framework.

The KPIs are attached as a dashboard at the end of this report.

Section 3: Carlisle Plan 2021-23 Actions

The new Carlisle Plan covers the period 2021 to 2023 and was adopted by Council on 14th September 2021 following a period of public consultation. The following table provides an update on the delivery of the actions in the plan following the baseline position that was provided in the previous report.

Key Action	Project Activity
<p>5 Delivering the Phase VII World Health Organisation Healthy City Plan</p>	<p>Welcome to your City - An initiative which aims to engage with community groups and individuals who usually don't feel confident enough or welcome to use local facilities and socialise in society.</p> <p>Active Spaces improvements - Encouraging physical activity and development through the provision of play and recreation facilities. Recent work includes upgrading play facilities at Chances Park and Hammonds Pond.</p> <p>Food Carlisle - On the run up to COP26 (United Nations Climate Change Conference), Food Carlisle hosted a Low Carbon Lunch for its partners and network members.</p> <p>This was organised to coincide with the national Sustainable Food Places Day of Celebration and Action on Wednesday 29 September. Food served was all locally procured or rescued from going to landfill.</p> <p>A low carbon lunch includes mostly plants, with meat, fish, and dairy from sustainable sources with high animal welfare and sourced in ways that result in healthier and prosperous communities.</p> <p>Social Prescribing</p> <p>Thriving Communities - the partnership has been delivering their Inside Out programme at Morton Community Centre and Brampton Community Centre. This is a 6-week programme of taster activities, designed to get people out and about and engage with activities in the community. This is due to be rolled out across the District in the new year.</p> <p>Volunteering - We have been working with the Get Cumbria Buzzing Project officer within the Cumbria Wildlife Trust, to develop a wildflower planting sessions for volunteers</p>

Key Action	Project Activity
6 Delivering The Sands Centre Redevelopment project	<p>The two pool structures and balancing tank have been water tested and passed.</p> <p>The roofing work is now complete</p> <p>Work is continuing the enclosure of the building to make it weathertight and secure.</p> <p>Work has started on the NHS accommodation on the Sands site.</p>
7 Support the delivery of partnership plans	<p>Deliver the National Lottery funded Place Standard programme to engage with local communities across the district to identify and work together on addressing local issues of concern:</p> <p>The recruitment of the Place Standard Co-ordinator has restarted after being on hold due to COVID restrictions. Once in post the Co-ordinator will work to implement the Place Standard Tool to support key priorities across the partnership plan – such as healthy weight, healthy aging and Place.</p> <p>Develop and deliver an application to the National Lottery Partnership Fund to seek support for a project that will improve our ways of securing and delivering community funding programmes:</p> <p>The Collaborative Funding Pilot (CFP) met on 21/10/21 to agree a time-line and resource commitment to complete and submit the bid to the lottery by December 2021. The redraft of the bid will include a focus on LGR and align with the Place Standard project delivery.</p> <p>Work with key partners to build on the work of the Carlisle Resilience Group and develop a stronger communities' network that can continue to support residents to participate in community action:</p> <p>The Partnership Manager is working with the Healthy Cities Manger and the Carlisle/North Cumbria Manager (Cumbria CVS) to ensure a joined up approach to support a stronger communities network. This will include linking this network and activities to the Place Standard project and the CPF project to maximise opportunities.</p>

Key Action	Project Activity
8 Delivering the Homelessness Prevention and Rough Sleepers Strategy	<p>A strategic board and operational multi-partnership subgroup have been established since the launch of the Strategy and will monitor and oversee performance against the action plan.</p> <p>Q1 and 2 performance data is on track to achieve year one actions; review will be undertaken later this year to finalise year two priority actions.</p>
9 Delivering the private sector housing standards to include a range of grants, advice, support and regulation	<p>43 private landlords were requested to provide compliant electrical installation checks for their rental properties. Of these, 18 properties either did not have the required certification or the certification was completed after the Government deadline of the 1st April 2021. Two properties had certificates warning of serious electrical hazards (C2 unsatisfactory codes are potentially dangerous and require urgent remedial action). Four appeals have been considered by the Regulatory Services Manager but none have been upheld. Final Civil Penalty Notices are likely to be issued for 18 properties with the final appeal for these to the 1st tier housing tribunal.</p> <p>5 HMO (Houses in Multiple Occupation) inspections have been undertaken – the scheduled inspections have started again following the relaxing of Covid controls (covid risk assessments and precautions are being implemented for all visits)</p> <p>344 new referrals for Disabled Facilities Grants (DFGs) were made in the first two quarters. 151 of these were from the main referral agency – Adult Social Care. 162 DFGs were completed and closed in the first two quarters, the most common works being discretionary DFGs for heating improvements and house clearances (to facilitate moving from hospital back home) and Mandatory DFGs for stairlifts and level access showers.</p> <p>A KPI report is being finalised with Foundations which will allow improved progress reporting on DFG activity recorded through the Case Manager Software.</p> <p>The Housing Renewal Assistance Policy revision is starting its consultation and Committee approval process.</p>

Key Action	Project Activity
<p>10 Delivering the Local Environment (Climate Change) Strategy</p>	<p>The LECC Strategy has been audited and the recommendations are being actioned. The report will be considered by the Audit Committee in December.</p> <p>The ZCCP Manager presented an overview of the partnership work to the Health & Wellbeing Scrutiny Panel in October.</p> <p>Notable other activity in the last quarter include:</p> <p>Great Big Green Week</p> <p>We supported a city centre event that combines creativity, nature and community to make an engaging celebration of how our city can tackle the climate crisis together. Part of national Great Big Green Week, the event was held on Saturday, 18 September outside the Old Town Hall.</p> <p>Heat Decarbonisation Plan</p> <p>The successful application to the Public Sector Low Carbon Skills Fund, has enabled a heat decarbonisation plan to be developed with the support of an external consultant. This plan is now being worked through to identify opportunities to develop decarbonisation projects.</p> <p>Phase 3 PSDS</p> <p>Priorities identified in the Heat Decarbonisation Plan (HDP) are being used to develop a full capital bid to the Phase 3 Public Sector Decarbonisation Scheme. If successful, this funding will support delivery of priorities identified via HDP.</p> <p>Northumbria University Business Clinic</p> <p>We have received the final report from the students at Northumbria University, 'Marketing for a Greener Future'. The recommendations in this report will help inform our communication and engagement work as we implement the Local Environment (Climate Change) Strategy.</p>
<p>11 Delivering the Green Spaces Strategy and</p>	<p>Cycling and Walking projects</p>

Key Action	Project Activity
<p>supporting the delivery of the Local Cycling and Walking Infrastructure Plan (LCWIP)</p>	<p>Installation of new footpath, approximately 300 metres in length, has been constructed to provide a formal pedestrian link between communities in Meadow View and Hunters Crescent, Harraby South and Parklands. Further enhancements are planned in this area, with tree planting in the green space to the South of Pennine Way Primary School due to commence shortly.</p> <p>The bridge deck replacement of Skew Bridge has been completed. The bridge is part of a vital pedestrian and cycling route linking the City Centre with Denton Holme and beyond. The new deck provides a safe non-slip surface for walkers and cyclists and replaces the end of life deck that was originally installed in the 1990's.</p> <p>A new upgraded 300m path has been installed linking Mardale Road with Raffles Avenue and the path network in Heysham Park providing improved access to green space for the local communities.</p> <p>Local Cycling and Walking Infrastructure Plan (LCWIP)</p> <p>Due to the substantial interest in the LCWIP consultation, The County Council took the decision to push back the consultation start date to the 5 November. This will still be for a three week duration to the 26 November. This will enable the team to fully consider the comments they have received and amend plans. The County Council will also be hosting a live drop in event during the consultation.</p>
<p>12 Developing the new Cumbria Waste Strategy</p>	<p>A draft interim strategy has been developed and is currently being toured around each of the seven districts prior to consideration by the Cumbria Strategic Waste Partnership and the County Council (lead authority). The draft interim strategy may then be submitted to public consultation. The draft interim strategy was considered by Carlisle's JMT on Monday 25 October 2021.</p> <p>Local Government Reorganisation in Cumbria will create two new waste disposal authorities and different unitary structures that in time will lead to further changes in service delivery for residents, hence the development of an interim strategy. This interim strategy also recognises that, the Government's Waste and</p>

Key Action	Project Activity
	Resources Strategy will lead to other significant changes for the sector and place new burdens on local authorities.
13 Supporting the delivery of the Carlisle Cultural Framework	A draft framework has been presented to the culture group for discussion and the feedback from partners will help develop a final version.



Health & Wellbeing Scrutiny Panel Performance Dashboard Quarter 2 2021/22

Key	
↓	Performance is deteriorating (compared to same period last year)
↑	Performance is improving (compared to same period last year)
→	No change in performance (compared to same period last year)
✗	Off target
▲	Close to target (within 5%)
✓	On target

On Target?	New Code	Measure	Performance Q2 2021/22	Performance Q2 2020/21	Trend	Target	Comments
✓	CSe04	Revenue gained from household waste recycling collected	£ 463,076	£ 276,211	↑	£ 246,691	
N/A	CSe10a	Number of Fixed Penalty Notices issued for fly tipping	11	6	↑	Info only	
N/A	CSe10b	Number of Fixed Penalty Notices issued for littering	56	11	↑	Info only	Including 'Littering from a Vehicle'
N/A	CSe10c	Number of Fixed Penalty Notices issued for dog fouling	5	2	↑	Info only	
N/A	CSe10d	Number of Fixed Penalty Notices issued for abandoned vehicles	0	0	→	Info only	
N/A	CSe11a	Number of counts/reports of fly tipping	583	358	↑	Info only	
N/A	CSe11b	Number of counts/reports of littering	74	15	↑	Info only	
N/A	CSe11c	Number of counts/reports of dog fouling	62	56	↑	Info only	
N/A	CSe11d	Number of counts/reports of graffiti	7	0	↑	Info only	
N/A	CSe11e	Number of counts/reports of abandoned vehicles	220	179	↑	Info only	
✓	CSe12a	Proportion of acts of fly tipping responded to in full within 5 working days	100%	99.4%	↑	100%	
▲	CSe12c	Proportion of abandoned vehicles initially investigated within 5 working days	99.5%	99.4%	↑	100%	
✓	CSe24	Actual Bereavement Services revenue as a percentage of Bereavement Services expenditure	184.8%	226.9%	↓	182.8%	
✓	CSe25	Actual Talkin Tarn revenue as a percentage of Talkin Tarn expenditure	113.9%	70.1%	↑	91.1%	
✓	GRS06	Proportion of public health service requests (pest control, noise, smells, house conditions) responded to within the target response times.	92.8%	91.7%	↑	90%	
N/A	GRS10	Proportion of food hygiene inspections completed as scheduled	N/A	100%	N/A	90%	The FSA inspection plan restarted in the summer and will be reported on from Q3



Carlisle City Council Health and Wellbeing Scrutiny Panel

Item
A.8

Meeting Date: 25/11/2021
Portfolio: Cross-cutting
Key Decision:
Policy and Budget Framework: No
Public / Private: Public

Title: Overview Report
Report of: Overview and Scrutiny Officer
Report Number: OS.27/21

Purpose / Summary:

This report provides an overview of matters related to the Scrutiny Panel's work. It also includes the latest version of the work programme.

Recommendations:

Members are asked to:

- Note the items within Panel remit on the most recent Notice of Key Executive Decisions
- Note the current work programme

Tracking

Executive:	Not applicable
Scrutiny:	HWSP 25/11/21
Council:	Not applicable

1. Notice of Key Decisions

1.1. The most recent Notice of Key Executive Decisions was published on 22 October 2021. This was circulated to all Members and is available on the CMIS section of the Council's webpages. The following items fall within the remit of this Panel:

Items that are included in the Panel's work programme:

- Budget Process 2022/23 – 2026/27
- Review of the Housing Renewal Assistance Policy
- Tullie House Business Plan

Items that are not included in the Panel's work programme:

- None

2. References from the Executive

2.1. None

3. Progress on resolutions from previous meetings

3.1. The following table sets out the meeting date and resolution that requires following up. The status is presented as either "completed", "pending" (date expected), or "outstanding". An item is considered outstanding if no update or progress has been made after three panel meetings. All the completed actions will be removed from the list following the meeting.

	Meeting date	Minute reference	Action	Status
1	10/06/21	HWSP 41/21	2) That future monitoring of the 2037 baseline and appropriate Key Performance Indicators be included in the Panel's regular performance reports. 3) That the Policy and Communications Manager provide the Panel with the following: - Information on how rural electric vehicle charging points could be introduced	Complete Complete
2	22/07/21	HWSP 49/21	2) That the consultation responses summary (for Carlisle Plan) be circulated to the Panel at the relevant time.	Complete A summary was attached to the Council paper as an appendix on 14/09/21. CMIS
3	02/09/21	HWSP 57/21	1) That benchmarking data be incorporated into future Annual Equality reports.	Complete Arrangements have been made to ensure that data will be incorporated into future reports.
4	02/09/21	HWSP 57/21	2) That the Executive be asked to monitor the progress of the Armed Forces Bill through Parliament.	Complete

5	02/09/21	HWSP 57/21	3) That the Policy and Communications Manager provide a written response regarding: the review of the appraisal process; the number of appraisals completed in 2020/21; and, the ratio of one to one versus team appraisals.	Complete
6	02/09/21	HWSP 57/21	4) That the Policy and Performance Officer provide written responses in respect of: - The number of unsuccessful applicants for the Next Steps Accommodation Funding, and a breakdown of those in the age 16- 24 years old, and over 24 years old; - The stage of completion of the Gypsy and Traveller Accommodation Assessment; - The outcome of the application in respect of the Defence Employer Recognition Scheme	Complete
7	02/09/21	HWSP 59/21	3) That the Policy and Communications Manager provide feedback to the Panel on the use of the Emergency Assistance Centres registration scheme.	Pending
8	02/09/21	HWSP 60/21	2) That Officers liaise with bus service providers to ensure connectivity to the Sands Centre.	Pending
9	14/10/21	HWSP 67/21	2) That Mr Gale circulate to the Panel information on the work and actions of the existing Climate Change Citizens' Juries in Cumbria. 3) That Officers consider the inclusion of Climate Change in the Corporate Implications sections of Council Committee reports.	Pending Pending
10	14/10/21	HWSP 68/21	2) That the Regulatory Services Manager circulate to the Panel information on the time taken to process grants in the current year.	Complete
11	14/10/21	HWSP 69/21	2) That Councillor McKerrell participate in the Future Scrutiny Arrangements Task and Finish Group. 3) That the Overview and Scrutiny Officer circulate the consultation paper on the Carlisle Plan to the Panel.	Complete Complete

4. Contribution to the Carlisle Plan Priorities

4.1. The overview and scrutiny of the Carlisle Plan items that fall within the remit of this Panel contribute to ongoing policy development.

Contact Officer:

Rowan Jones

Ext: 7257

**Appendices
attached to report:**

1. Draft Scrutiny Panel Work Programme 2021-22

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

- None

CORPORATE IMPLICATIONS:

LEGAL –

PROPERTY SERVICES -

FINANCE –

EQUALITY – This report raises no explicit issues relating to the public sector Equality Duty

INFORMATION GOVERNANCE –

APPENDIX 1: Draft Scrutiny Panel Work Programme 2021-22

Date	Title	Type of Scrutiny	Lead Officer
10/06/2021	Local Environment (Climate Change) Strategy	Policy Develop't	Steven O'Keeffe
	End of Year Performance Report	Monitoring	Gary Oliver
22/07/2021	Draft Carlisle Plan	Policy Develop't	Steven O'Keeffe
	Sustainable Food Places - Food Carlisle from Bronze to Silver	Partnership	Jeannie Pasley/ Emma Mackie
02/09/2021	Annual Equality Report	Policy update	Rebecca Tibbs
	Performance Report - Q1	Monitoring	Gary Oliver
	Covid-19 Recovery Update	Policy update	Steven O'Keeffe
	Sands Centre Redevelopment - planning programmes	Policy update	Darren Crossley
For info	Old Fire Station	For info	Darren Crossley
14/10/2021	Zero Carbon Partnership	Partnership	Steven O'Keeffe
	Cumbria Choice - update on the Housing Register	Policy Update	Gareth Torrens
	Housing Assistance Grants - DFGs, repair assistance and empty property grants	Policy update	Scott Burns
18/10/2021	Site visit to Victorian Baths - joint with EGSP		Steve Robinson
25/11/2021	Review of Housing Renewal Assistance Policy		
	Tullie House Business Plan - Part B item	Partnership	Darren Crossley
	Cycling Walking Infrastructure Plans (CWIPS) and the Hadrian's Wall Cycling and Walking Corridor Project	Policy Develop't	Darren Crossley
	Budget Setting	Budget	Alison Taylor
	Local Air Quality Action Plan	Policy update	Scott Burns
	Performance Report - Q2	Monitoring	Gary Oliver
13/01/2022	Draft Healthy City Strategy - post covid re-build	Policy update	Luke Leathers
	Culture in Carlisle and links to Mental Health support	Policy update	Darren Crossley
	Victorian Baths		Steve Robinson
	Social Prescribing	Policy update	Jeannie Pasley
17/02/2022	Performance Report - Q3	Monitoring	Gary Oliver
	Enforcement Strategy - update on recent activity	Policy update	Colin Bowley
	Cumbria Choice - accessibility of platform and performance of Allocations Policy	Policy update	Gareth Torrens
	Local Hub developments (Community Safety)	Policy Develop't	Darren Crossley
	Carlisle Partnership - National Lottery Place project & External funding project	Policy update	Emma Dixon
	Active spaces - update on plan	Policy update	Luke Leathers
07/04/2022	Scrutiny Annual Report	Policy Develop't	Rowan Jones
	GLL	Partnership	Luke Leathers
	Homelessness - update on delivery of Strategy and on key issues	Policy update	Tammie Rhodes
	Local Government reorganisation	Policy Develop't	Darren Crossley
	Cumbria Coastal Strategy and the Shoreline Management Plan	Policy update	Steven O'Keeffe
	Emergency Planning and Evolving Approach to Community Engagement and Climate Change	Policy update	Steven O'Keeffe

