

# Report to Community Overview and Scrutiny Panel

Agenda  
Item:

**A.4**

Meeting Date: 19TH November 2015  
Portfolio: Culture, Health, Leisure and Young People  
Key Decision: Yes: Recorded in the Notice Ref:KD 37/15  
Within Policy and Budget Framework YES  
Public / Private Public

Title: TULLIE HOUSE BUSINESS PLAN 2016/17  
Report of: DEPUTY CHIEF EXECUTIVE  
Report Number: SD 26/15

## **Purpose / Summary:**

This report introduces the Tullie House Museum and Art Gallery Trust 2016 - 2019 Business Plan.

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 signed at the establishment of the Trust that the Business Plan submitted by the Trust to the City Council should be used as the basis agreeing funding.

## **Recommendations:**

The Community Overview & Scrutiny Panel is asked to:

(i) to consider the report and the proposed Business Plan and provide feedback to the Executive.

## **Tracking**

Executive:	<b>16<sup>TH</sup> November 2015</b>
Overview and Scrutiny:	<b>Community O&amp;S 19<sup>th</sup> November 2015</b>
Council:	

## **1. BACKGROUND**

- 1.1 The Council on 14th December 2010 approved the principle of establishing a new Charitable Trust to run the Tullie House Museum and Art Gallery. Tullie House Museum and Art Gallery transferred from Carlisle City Council to an independent company on 5th May 2011.
- 1.2 The partnership agreement between Tullie House Trust and Carlisle City Council states that the core funding for future years granted from the Council to the Trust is set following consideration of a business plan submitted annually by the end of October.
- 1.3 This report presents the Tullie House Business Plan for the period 2016/17 through to 2018/19.
- 1.4 The Partnership Agreement states that core funding should be agreed for a three year period (covered by a Business Plan submitted annually).
- 1.5 However the Partnership Agreement also includes an acknowledgement that *“as a Local Authority Carlisle is subject to Government expenditure requirements and constraints which may from time to time impact the amount of Core Funding that Carlisle is able to provide”*.
- 1.6 The financial pressures and funding constraints which Carlisle City Council has faced since the initial establishment of the Tullie House Trust have required significant savings across Council expenditure. These pressures have also required reductions in the Core Funding provided to the Tullie House Trust.
- 1.7 In 2012/13 the core funding provided to the Tullie House Trust stood at £1,275,254.
- 1.8 In 2013 Carlisle City Council notified the Tullie House Trust of a £250,000 core funding reduction deliverable from 2015/16. This was accepted by the Trust and built into the Business Plan submitted to Carlisle City Council in October 2013 and covering the period 2014/15 – 2016/17.
- 1.9 As part of the 2015/16 budget consultation process Tullie House Trust were notified of a requirement for a further £214,000 reduction in Core Funding in 2016/17. The Tullie House Trust has built this reduction into the Business Plan submission attached to this report.

## **2. PROPOSALS**

- 2.1 The Community Overview & Scrutiny Panel are asked to review the business plan and provide feedback to the Executive ahead of any confirmation of Core Funding levels for 2016/17 and proposals for funding for the following two financial years.
- 2.2 The Community Overview & Scrutiny Panel are asked for their views and input of on the content and proposals within the Tullie House Business Plan.

2.3 The prominent issues which arise from a review of this Business Plan are:

- The proposal to develop a new business model and 'manifesto' built on two key strands: 'core collections' and 'community engagement'.
- The Trust's stated desire to taper Carlisle City Council's required funding reductions (although it should be noted that the full reduction have been incorporated into their financial projections from 2016/17). This will increase savings requirements in other areas unless savings from the Trust are profiled to deliver increased savings in later years.
- The implications of the Trust's request to work with Carlisle City Council to resubmit a HLF 20:20 bid, or deliver its ambitions in other ways; and the related desire to assume occupancy of the City Council's Castle Street Property (currently leased to the University of Cumbria).
- The proposal to relinquish responsibility for the management and / or closure the Guildhall Museum.
- The proposal to explore the closure of Tullie House one day per week.
- The redevelopment of the Tullie Card as part of the Trust's wider membership scheme and the proposal to increase the cost of the Tullie Card for local residents (from £1 currently, to £4 in 2016, and £7 in 2017).
- Reductions in maintenance, marketing, curatorial and educational budgets.
- The Trust's general proposals for increased income generation and the development of a new fundraising strategy focusing on core operating costs will be developed in Year 1 (2016/17), which will focus on corporate sponsors and Members, High Net Worth Individuals and opportunities to work in partnership with strategic commissioning initiatives.

### **3. CONSULTATION**

- 3.1 The Tullie House Business Plan was considered by the Executive at its meeting on 16<sup>th</sup> November
- 3.2 The Council's Community Overview and Scrutiny Panels input is sought on the proposed Business Plan.

### **4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

- 4.1 The recommendations allow this report and the associated Business Plan and core funding to be considered in line with the Partnership agreement.

## **5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

5.1 “We will develop vibrant sports, arts and cultural facilities, showcasing the City of Carlisle.”

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**Appendices  
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/RISKS:**

**Chief Executive's -**

**Deputy Chief Executive –**

**Economic Development –**

**Governance** – The agreement between the Council and Tullie House Museum & Arts Gallery Trust requires that, as part of the grant funding process, the Trust submit a business plan for approval which both parties must use their best endeavours to agree by no later than 31 December of each year.

**Local Environment –**

**Resources** - The MTFP assumes provision for the core funding of the Tullie House Trust in accordance with the Partnership and Funding agreement. A reduction in core funding in 2016/17 of £214,000 has been assumed in the MTFP. The proposed budget set out in Appendix A includes the reduction from year 1 and also suggests that there are sufficient funds within the Trust's reserves to meet any transitional costs of reducing expenditure to meet the revised funding/grant levels. Further work is required in respect of the inflation calculation for 2016/17 as well as clarification of any central support services required in year 1 and in future years; this work to be completed before the core funding is agreed by Council. In respect of the Guildhall (para 7.3.2); if the collections were relocated and the facility no longer operates as a museum, the contractual obligations and responsibilities of the building would have to be investigated. There is approximately £25,000 within the core funding to operate this facility as a museum.



# **TULLIE HOUSE MUSEUM**

## **BUSINESS PLAN**

**2016 to 2019**

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## **1.0 FOREWORD**

The Business Plan covers the three year cycle that responds to the funding profile agreed by the Trust with its principal funder, Carlisle City Council, in 2011. This Business Plan covers the following financial years: 2016/17, 2017/18 and 2018/19. It outlines the Trust's priorities for the period, and how our activities will meet our strategic objectives.

Financial year 2014/15 saw visitor numbers increase by 10% (from 250,749 to 276,830) thanks in part to the huge success of the Crosby Garrett Helmet Spotlight Loan and the TV coverage received for the popular family themed Mechanical Circus exhibition. It has been a challenge to achieve similar growth with declining budgets in 2015/16 and the visitor numbers forecast at the time of writing for the current financial year are 250,000.

The current programme of funding cuts is proving extremely difficult for the Trust. An initial 20% cut in our core grant from Carlisle City Council in 2015/16 is to be followed by further cut of 21% in 2016/17. This pattern of budget-cutting (following the earlier cut of 8% between 2012 and 2014) is resulting in major changes to the way we work, on the social and economic impacts we are able to have, and on our commercial and curatorial work. At present, the Trust is working on the basis that during 2016/17 we will be receiving less than 50% of the grant provided by the City Council when we went to Trust in 2011.

Notwithstanding the loss of 10 posts since 2011 and the loss of the community and contemporary arts programme, we have continued to improve aspects of our work that underpin our audience growth. In this we have had great support from Trust staff, who have proved over the past few years that they are able to respond to new challenges and demanding targets, while maintaining the highest professional standards. We would also like to acknowledge the huge contribution our volunteers make to ensuring that the Trust provides such a great service to our public. The Trust's Board of Trustees and Senior Management Team are striving to generate income from a wide range of sources; indeed, we are prioritising income generation in all suitable areas of activity, and we are doing our utmost to ensure that our service is not derailed by public funding cuts. We believe that Tullie House should remain a successful and much loved museum which provides an energetic, high performance and inclusive cultural resource for the city of Carlisle.

## **2.0 HIGHLIGHTS OF 2015/16**

### **2.1 Awards**

Tullie House won the Telegraph Family Friendly Museum Award – one of the biggest museum awards in Britain with over 850 museums entering. Over the course of the summer, the six shortlisted museums were road-tested by undercover families against the 20 points on the Kids in Museums Manifesto. Tullie House Museum and Art Gallery shone through as the most welcoming on all counts, from the temporary exhibitions to the toilets.

The Trust's Community and Young People Co-ordinator, Catherine Moss-Luffrum, won the Award for Youth at the Golden Apple Education and Learning Awards. This was in recognition of the work Catherine has done with various youth groups including developing a project with young learners from NACRO, using museum collections to inspire members of Unity the drug and alcohol rehabilitation service and Carlisle Young Carers, reviving *Abstract* (Carlisle's youth magazine) as well as developing the museum's own Youth Panel.

### **2.2 Exhibitions**

Two exhibitions stand out in 2015 terms of ambition, impact and engagement. Firstly, Artist Rooms: Anselm Kiefer which was curated in-house but in collaboration with the Tate. Artist Rooms is competitive programme whereby museums have to make a curatorial 'pitch' to request a selection of artwork from the inspirational collection of international contemporary art acquired for the nation by National Galleries of Scotland and Tate through the generosity of Anthony d'Offay. Tullie House presented a compelling case to have an exhibition of the German artist Anselm Kiefer. The Trust was also successful in receiving a grant of £12k from the Art Fund for an engagement programme to complement the exhibition. In terms of impact the exhibition was critically acclaimed and attracted visitors from the Midlands, London and the South West.

In direct contrast to Kiefer the Special Exhibitions Gallery was rebranded as The Shed for six months of the year and was used as a community space to encourage co-curation. Ten short exhibitions aimed at different audiences co-created with groups and visitors, including an exhibition of art work by pupils from Trinity School linked to the First World War centenary commemorations; a display of objects and ephemera from local sports clubs; and a 'Roman Photobomb' exhibition curated by the museum's youth group.

### **2.3 Designation**

The Trust learnt that a Stage 1 application to the Arts Council to have the Natural Sciences collection Designated was successful. A Stage 2 application needs to be submitted by June 2016. The Designation Scheme currently recognises 115 nationally significant cultural collections in museums, libraries and archives in England that collectively provide strong understanding of shared national heritage. The Arts Council says that 'Designation is an



enduring award and it is crucial to the Arts Council's mission to bring great art and culture to everyone'. Apart from status, there are two principal benefits of the scheme – a museum must have a Designated collection to be considered for ACE MPM funding (Tullie House is currently part of a consortium which includes the Designated Wordsworth Trust collection); whilst Designation also provides the opportunity to apply for Designation Development Funding to help strengthen the national importance of the collection.

## **2.4 New Permanent Displays**

Material excavated from six burial sites in Cumwhitton will be displayed in a new Viking gallery in February. The permanent display will explain how the site was discovered and how archaeologists undertook forensic-type research to identify and piece together the intriguing stories involved in this rare discovery.

Linked to the Vikings display is a relocation of the Border Reivers gallery and the creation of a new Spotlight Gallery – the latter created to draw specific attention to some of Tullie House's special treasures as well as create a new space for the loan of exceptional national and international artefacts. The first exhibition featured the iconic watercolour by JMW Turner of Lake Ullswater.

## **2.5 Learning & Engagement**

Tullie House was selected as one of six national partners for the Prince's Foundation for Children & the Arts 'Great Art Quest' programme, encouraging pupils and teachers to become more involved with their local art gallery. With the help of a £2,500 grant we worked with four schools across the region who, with the help of a local artist and storyteller, produced creative responses to our Fine Art collection which went on display in THE Shed exhibition space (see above). 66 pupils achieved their Discover Arts Award during the project.

Our monthly Tullie Time Travellers club has expanded thanks to £2,130 grant received from Cumbria County Council as part of the Headstart initiative. Sixteen additional sessions have been run after school with ten pupils taking part, tackling themes such as emotional resilience and increased confidence using the Tullie House collections as inspiration.

The schools offer continues to grow – we welcomed over 12,000 students (Sept 14 to July 15), from preschool to college and university, mainly through visits to the museum. We also organised sessions in schools and at Finglandrigg Wood and Campfield Marsh nature reserves with our partners Natural England and Solway Wetlands Landscape Partnership. We provided new opportunities with special events on Science and a new Prehistory session which were well received. The Prehistory session has proved particularly popular with over 300 pupils taking part to date.

## **2.6 The Carlisle Cultural Crawl**

Members of The Youth Panel were tasked with devising a way to encourage more tourists and young people to visit the museum. They thought that a barrier may be the 'fear of the unknown', so they wanted to enable people to access videos showing inside the historic venues in Carlisle prior to their visit. This way people could get a taste of what to expect if they were visiting the city. By adding a digital element they hoped this would also appeal to a younger audience. They worked with digital developers to design a map which directs people from the citadel station to the city's historic quarter. They recorded videos at five points along the route, and these have been incorporated into a Tullie House App. By using augmented reality, map readers can download the free App and then scan the photographs in order to view the videos.

## **2.7 China Partnership**

Since 2013, Tullie House has been working with the Imperial Decree Museum (IDM) in Xuzhou and after a visit to Tullie House in October 2014 engagement was identified as an area of museum practice that IDM wanted to explore more. This resulted in a personnel exchange (funded by the ACE MPM programme and a grant from the British Council) in June 2015, with the Head of Collections & Programming and the Learning & Engagement Manager visiting IDM. It was important to deliver something tangible that was of practical benefit to both organisations, so the team chose to deliver a handling session that demonstrated how objects can be used to educate and inspire. For IDM it would provide an insight into engagement and learning techniques developed at a major regional museum; for Tullie House it would provide the opportunity to use our collection in a completely new and innovative way, as well as gauge the interest of a new audience in a key area of our collection. The initiative was a great success delivering the following outcomes:

- Object handling and engagement workshops delivered for the first time in a Chinese museum, which attracted considerable media interest in two cities, generated highly positive feedback from teachers and students, and paved the way for future engagement activity of this kind in our two partner museums
- Relationships developed with senior government officials in the tourism sector in Xuzhou and Suzhou, with discussions focussing on how engagement activity can increase visitor figures in museums and heritage sites
- Presentations delivered in Jiangsu Normal University outlining tourism and engagement strategies at Tullie House
- Plans significantly progressed for an exhibition of artefacts from the Imperial Decree Museum

As a direct result of the innovative work the Trust is doing with China Tullie House is receiving much national recognition including an article in Museums Journal, a blog on the Museums & Heritage Magazine website and case studies on the British Council and ICOM websites. The Head of Collections & Programming has also been asked to present a paper at two Working Internationally conferences. All of this helps to raise Tullie House's profile nationally which

contributes to meeting the Arts Council's objectives in awarding the Cumbria Museum Consortium MPM Status.

### **3.0 BUSINESS MODEL / MANIFESTO**

2016 will mark the beginning of a period of transformation for the Trust – there will be a new Museum Director and with this change of leadership there will be a new focus for the organisation. The Trust will be developing a new business model based on the production of a manifesto. This manifesto will define the organisation's role and purpose as well as its core beliefs and values.

Although still in development the manifesto will focus on two key strands of our work: collections and community engagement. We will use these two strategic themes as foundation stones which will help us to develop our role, connect better with our audiences and deliver inspiring and popular programmes.

Creating a manifesto and new business model will not be easy. It will require organisational culture change but it will also help create identity and brand which will ultimately make the Trust more resilient and sustainable.

### **4.0 20:20 DEVELOPMENT**

The Trust submitted a major funding application to the HLF in November 2014. The application was unsuccessful but the feedback was positive on the vision and transformational potential of the Trust's 20:20 Project.

The Trust, in consultation with the City Council, is assessing alternative ways to deliver the objectives of the 20:20 Project. This may involve improving and resubmitting the application to the HLF or phasing the work over a longer period.

The potential availability of City Council owned property on Castle Street in 2017 will be a major factor in identifying next steps and the Trust will ensure that it works closely with the Council to maximise this opportunity.

### **5.0 BUDGET POSITION FOR 2016/17**

Carlisle City Council is proposing a reduction in the Trust's core grant of £214k for 2016/17. Surviving this 21% reduction will be very difficult, especially as it immediately follows an equally large cut in 2015/16, which the organisation struggled to meet. Despite this, we cannot stand still – the museum will still be required to invest in the care of the collection (e.g. moving out of the store at Shaddon) and visitor facilities (including the renegotiation of the restaurant franchise).

At the time of writing the Trust is in discussion with the City Council to see if the Council will consider spreading the cost of the grant reduction over a number of years. A tapered reduction would provide the advantage of allowing more time to create and embed the new business model, implement new fundraising and income generation strategies and therefore minimise organisational risk. The budget in this plan assumes that the full grant reduction will occur in Year 1.

A single 21% grant reduction in 2016/17 would require a major staffing restructure which would be hugely detrimental to the organisation and which would place serious pressure on the Trust's reserves. The depletion of reserves would have a major impact on our ability to provide match funding for the 20:20 Project.

## **6.0 FINANCIAL CONTEXT**

It is clear that the Trust cannot deliver the same level of service with decreasing resources so the Trust is looking to develop a new business model based on clarity of purpose and focusing on increasing engagement with local audiences. This approach will lead to the museum becoming much more concentrated on developing the core collections-based offer. Activity will be prioritised to ensure that collections and community are central to our main work. Tullie House enjoys high satisfaction ratings, has knowledgeable and committed staff and trustees, wins awards, and benefits from high levels of community support. The new business model will focus on maximising these significant strengths. The proposed changes aim to strengthen the Trust's position by increasing footfall but whilst this refocus is likely to make the organisation more effective it may also require the museum to cease delivering some current products and services.

During the next three years we will implement the following **savings**:

- Reduce our revenue budgets and implement efficiency savings
- Relinquish responsibility for keeping the Guildhall open
- Move the collections out of Shaddon Mill to more-affordable premises
- Freeze all vacant posts
- Restructure staffing

Each of the above savings have been incorporated into the planned budget (see Appendix A).

We will also explore the potential of closing Tullie House one day per week (noting that further work may be required before we are able to implement this proposal). This is not included in the budget.

During the next three years we will implement the following **income** initiatives:

- Increasing the cost of the Tullie Card and relaunch it as part of the Membership scheme and alongside this invest in a CRM system to make our databases more effective at driving admissions and memberships
- Increase income from temporary exhibitions
- Increase income from learning programmes
- Implement realistic income targets based on the new business model
- Implement a realistic fundraising strategy
- Aim to sustain the current income from catering

We will also investigate undertaking a remuneration / pension review and performance management review to help control expenditure and to ensure that the new business model is fully embedded within the organisation.

Further details on these savings are outlined in section 3.2 below.

## **7.0 CONTEXT FOR SAVINGS**

### **7.1 Major Partner Museum status**

The planned cuts to the expected budget will be made in Years 2 and 3 of the Trust's Arts Council Major Partner Museum (MPM) programme. As part of the Cumbria Museum Consortium Tullie House is one of only 23 museums in England that are part of this prestigious national museums programme. This national recognition of Tullie House's collections and engagement programme is very important not just in terms of the grant received but also because it attracts further investors and partners. The ACE MPM programme has to deliver specific outcomes (see Activity Plan at Appendix B) in addition to taking a strong leadership role both within Cumbria and nationally.

### **7.2 Impact**

In addition to the items identified below the proposed reductions are also likely to affect many areas of the museum's core offer, including:

- The current free activity on offer (e.g. lunchtime lectures and toddler sessions)
- The Trust's ability to host weddings and corporate events
- The Trust's catering offer
- The ability to meet basic national standards for the care of collections

### **7.3 Proposed Savings From Year 1 (2016/17)**

#### **7.3.1 Reduce Revenue**

Savings will be made by cutting the maintenance, marketing, curatorial and learning revenue budgets. This will be done in addition to renegotiating maintenance contracts, reducing licences, subscriptions and memberships, consumables and equipment.

### **7.3.2 The Guildhall**

The Guildhall is Grade 1 Listed building. It is operated as a museum by the Trust and attracts around 3,000 to 4,000 visitors per year. There is no admission charged (and imposing one is unlikely to be successful). Running the Guildhall as a museum poses difficulties. Firstly, the displays are situated on the first and second floor and as such provide restricted access (there is no lift and only one narrow staircase) and secondly the building is structurally fragile so visitor numbers have to be restricted (to comply with engineering and insurance advice). The Trust considers that it is no longer possible to operate the Guildhall as a museum without major investment, which we are not in a position to make. However, we could relocate the collections currently on display in the Guildhall into the main Tullie House Museum, which would mean that more visitors would be able to appreciate this important aspect of Carlisle's civic story.

### **7.3.3 Shaddon Mill**

A large proportion of the city's archaeological collections are currently stored on the first floor of Shaddon Mill. This basic 'warehouse' also contains some of the larger social history collections such as bicycles, boats and domestic equipment. The Trust has assumed responsibility for the care of the archaeology despite the fact that the majority of it has not been accessioned into the museum collection. The lease on Shaddon Mill expires in October 2016 and indications are that it will not be extended. In anticipation of this the Trust has been putting together an exit strategy which includes investigating alternative storage facilities and may well have to involve the disposal of some of the non-accessioned material. We shall endeavour to find more affordable facilities, but there will be a one-off cost for relocating the collections.

### **7.3.4 Freezing Posts**

The Head of Fundraising left the organisation in April 2015 which has impacted on the potential to generate income and develop membership schemes. Because of the need to make further savings the post is now frozen. Furthermore, the Director will be standing down in January 2016 and the Trust Board have appointed the current Head of Collections & Programming to the position of Acting Director. The Head of Collections & Programming position will not be backfilled and will therefore achieve a saving.

### **7.3.5 Restructuring Staff**

Because of the size of the reduction of the City Council grant and despite a whole organisation restructure in 2015 a further restructure will be required in 2016. The additional loss of staff will have a serious impact on the expertise and knowledge available for the day to day running of a successful museum service and, depending on the new organisational shape, is likely to affect the Trust in a number of ways, including:

- The ability to manage capital projects
- Our capacity to seek external funding and develop partnerships
- Decreasing staff morale

Over 50% of the Trust's core budget is spent on staff salaries – this is within the national average for a museum, which relies on knowledge and personal interaction as its main resource. Although a restructure is likely to involve redundancies, the Trust has made a commitment that this will only happen as a last resort.

The staff reorganisation in 2015 involved redundancies and significant changes to staff terms and conditions of employment. Any future restructure will have to balance the need for the Trust to build on its success and remain ambitious with the need to deliver a more sustainable organisation based on the proposed the new business model.

#### **7.4 Savings to be Explored Further in Year 1 (2016/17)**

##### **7.4.1 Potentially Closing Tullie House One Day Per Week**

Cutting revenue spend and attempting to grow income will be fundamental to the Trust's ability to operate within a reduced operating budget, as will a smaller staff complement. However, this may still prove to be insufficient and so the Trust will also explore the savings potential of closing the museum one day per week. The Trust has a range of financial information and statistics which demonstrate the pattern of visiting and visitor spend and so an impact analysis will be undertaken using this and other data.

#### **7.5 Income In Year 1 (2016/17)**

##### **7.5.1 Tullie Card**

The Tullie Card currently costs local adult residents £1 per annum – a figure which does not cover the cost of its production and administration. We understand that the City Council is exploring the possibility of introducing a Carlisle Card for local residents. We assume that this card would be administered by the City Council and that it would provide benefits at a number of cultural facilities. The Trust supports this concept as a more suitable scheme for local residents and welcomes the opportunity for further discussion.

Until this happens, the Trust will continue to operate the Tullie Card, but for financial reasons we shall need to make changes. This is a sensitive subject which we would wish to discuss with Carlisle City Council, but we emphasise that changes will need to be made.

The standard adult admission to Tullie House is £7 per single visit (children are free) – this is the price point or baseline value of a single visit to the museum. Adult admission



below this price point risks undermining the value of the museum experience, and it creates an imbalance with the Trust's Membership Scheme, which costs £25 per annum. Pending the arrival of the Carlisle Card, the Trust proposes over a period of time to increase the price of the Tullie Card to the normal adult admission charge for a single visit, and to develop the scheme as an entry level Membership (with some additional benefits, such as shop discount) for local residents. As a first step the price of the Tullie Card would therefore increase from £1 to £4 in 2016, and to the full adult entry charge in 2017.

### **7.5.2 Income From Temporary Exhibitions**

Exhibitions at Tullie House are expensive and time consuming but they are essential as the programme creates interaction, PR opportunities, increased footfall and the opportunity to shape our engagement activity. We will continue with the exhibitions programme but it will be managed differently so that financial risk is minimised. Savings will be controlled by undertaking new ways of working that will involve using professional contracted staff to undertake much of the manual work required during exhibition changeovers. We will also be looking to increase income from exhibitions by reviewing our admissions policy. Where possible, we will develop more exhibitions in partnership so that the financial risk is spread (e.g. the proposed State Management exhibition will be delivered with Carlisle Business Group, using their Heritage Lottery Funding). In line with the new business model we will also develop exhibitions using our own collections more.

The Richard Slee exhibition has been successfully toured by Tullie House to three UK venues. In addition to generating a small profit the tour has helped to provide the Trust with a credible track record – a prerequisite for attracting grant aid from the Arts Council for similar schemes in the future.

### **7.5.3 Increased Income From Learning**

As referenced in the previous Business Plan the (primary) schools programme is increasing in popularity and the existing Activities Room is proving to be an insufficient space for this growing audience. As a result of redundancies and reorganisation of Herbert Atkinson House additional space has been created in a room adjacent to the Activities Room – this is not ideal but will provide a temporary solution and will allow for some growth.

The education corridor is damp with plaster falling off the walls and ceiling. This is reducing our ability to adequately serve the needs of children / teachers / schools across Cumbria and impacting on our ability to generate income. We will need to further reinvest in the education facilities prior to any major redevelopment.



The learning and curatorial teams will target working with the higher education sector as a way of both sharing knowledge and expertise and generating income for research and public engagement.

#### **7.5.4 Implement Realistic Income Targets**

The Trust will develop a new business model based on clarity of purpose and focusing on increasing engagement with local audiences. The museum is successful at winning awards and our audience research shows that we enjoy a satisfaction rating of over 90%. So the Trust does not have to reinvent itself – the challenge is to embed Tullie House within the local community so that we attract more paying visitors resulting in realistic admission and secondary spend income targets being achieved. This will be challenging without two members of the senior management team and with a reduced staffing but is achievable if the Trust changes its approach to community engagement and how it works with partnerships.

#### **7.5.5 Implement a Realistic Fundraising Strategy**

The loss of the Head of Fundraising post is already having a major impact on the Trust's ability to generate new income. A new fundraising strategy focusing on core operating costs will be developed in Year 1 (2016/17), which will focus on corporate sponsors and Members, High Net Worth Individuals and opportunities to work in partnership with strategic commissioning initiatives. With the support of Arts Council funding we have appointed a Fundraising Officer to support the membership schemes. In the longer term, subject to affordability, we would like to increase our staffing in this area.

#### **7.5.6 Catering**

The current contract with Eliance Restaurants Limited (trading as Elior) is due for renewal in April 2016. It is assumed that a renewed catering contract, be that with Elior or a third party, will offer a similar return going forward, although profit share plus rental and/or capital investment may be worthy of consideration.

### **7.6 Additional Initiatives in Years 2 and 3 (2017/18 and 2018/19)**

#### **7.6.1 Remuneration / Pensions Review**

The Trust will look to make changes to the current pension scheme in 2017. The Trust currently contributes to a number of different schemes including the Local Government Pension Scheme, which has an above average employer contribution of 18.9%. Should the Trust decide to standardise employer contributions it will explore implementing a balanced remuneration package so that it does not necessarily penalise those staff on the higher scheme. Standardising the pension contributions would be seen as minimising risk (from the volatile pensions market) rather than setting out with a cost-saving objective, nevertheless, the latter is likely to be realised in the long term.

### **7.6.2 Performance Management Review**

The Trust will look to review its performance management policy and procedures in 2017 with a view to aligning the goals of the organisation to the employees and introducing a pay and reward scheme aimed at driving further efficiency savings.

## **8.0 OBJECTIVES**

### **8.1 Key Drivers**

Despite grant reductions and a slowdown in the Trust's income generating performance the Trust will aim to establish a strong sustainable financial position whilst delivering the following objectives:

- To continue to mitigate the effects of funding cuts
- To do our best to continue to deliver an excellent, socially inclusive, entrepreneurial and sustainable museum service
- To manage the reduction in scale of the Trust, while striving to maximise our public impact
- To develop realistic income targets in support of the new business model
- To develop a new fundraising strategy based on supporting core operating costs
- To develop a new manifesto and business model, underpinning the purpose of the Trust

The key drivers in our achieving these objectives are the need to provide a basic level of care to our collections, and the need to ensure that the public has continued access to these collections through being able to use our museum. While during the course of the year we will see further change and disruption to what we do and how we do it, these drivers will remain at the core of our efforts. In the face of severe cuts in our funding support, we will need to refocus efforts onto augmenting our income and pursuing productive partnerships, at the same time as doing all we can to maintain morale among our staff and volunteers.

### **8.2 Context**

The Trust is responding to recurrent reductions in our funding, and the consequent need to reshape and reorganise our service. All the following objectives will be pursued in light of this need:

### **Team**

The Trust's staff and volunteer workforce are skilled and highly knowledgeable. We rely on their expertise to deliver an outstanding museum service. We will continue to support staff and volunteer development, protect staff morale and improve communication.

Over the next three years we will:

- Establish new structures across the Trust to enable the achievement of our organisational priorities, while reflecting the decline in our budgets
- Endeavour to protect staff morale against a background of job losses and cutbacks in our service, not least through open and transparent communication
- Continue to deliver excellent front of house and learning and engagement services as well as care of collections and other core services
- Explore external (cost neutral) opportunities for skills development and training for our staff.
- Continue to explore the use of volunteers in all areas of our work

### **Audiences**

The Trust develops audiences by delivering a wide variety of events and activities that complement the permanent galleries and the temporary exhibitions programme. We will strengthen our relationships with our audiences so that we connect, inspire and become more sustainable.

Over the next three years we will:

- Strive to reach our target of 270,000 visits in 2016/17, challenging the notion that reductions in our budgets may result in a decline in the use of the museum
- Accelerate our engagement with new and existing audiences in cost effective ways and focussing on the local community
- Deliver the committed exhibitions programme supporting targets for audience development across the museum; develop a realistic and achievable model for exhibitions going forward, taking account of reduced resources but still striving to deliver maximum public benefit
- Work to ensure the successful completion of the ACE MPM-funded engagement and collections access programmes
- Continue to find imaginative new ways of promoting our permanent collections, to help fill the gap in our public offer created by a reduced exhibitions and events programme
- Continue to work with local schools and Early Years Foundation Stage to provide formal learning opportunities and develop a stronger youth audience; continue to develop the museum's award winning vulnerable young people programme
- Identify new ways of using our buildings as public resources that both enhance public access to them, and which help generate income for the Trust's activities

### **Collections**

The Tullie House collections lie at the heart of our core offer. They have the power to inspire people and change lives. We will use the collections as the catalyst for change.

Over the next three years we will:

- Continue to improve the management of the Trust's storage facilities to maximise use of available space and to ensure the long term preservation of the collections
- Continue to undertake basic care of collections work ensuring that we adhere to Benchmarks in Collections Care 2.0 and achieve PAS 197; we will also explore and exploit opportunities around technology and digitisation of collections (both initiatives being part of the John Ellerman grant)
- Continue to undertake research, fieldwork and contemporary collecting to develop the collections and make them more representative of society at large; and enhance understanding of the collections by working with researchers and colleagues across the organisation to promote them to the public through exhibitions, publications and education programmes
- Continue to research and develop the 20:20 Development Project; develop an options appraisal for the Castle Street premises
- Remodel exhibition programming to meet budget and staff reductions
- Explore opportunities for earning more income from touring collections activity on a commercial basis and (as part of the ACE MPM funding) assess the demand for offering to loan the collections outside of the UK (e.g. commercial loans to China)
- Continue to develop international relationships (as part of the ACE MPM funding) through loans, exhibitions, paid consultancy and participation in international collaborations and seek funding from international partners (e.g. British Council)
- Continue to develop and commercially exploit the museum's picture database for the sale of images to photo libraries, commercial publishers and the public

## **Buildings**

The historic property managed by the Trust is a key asset in creating a new sustainable and resilient organisation. The Trust will ensure that the buildings are maintained and developed to the highest possible standards.

Over the next three years we will:

- Continue to ensure compliance with all legislation and standards to allow the Trust to continue to open to the public and operate safely, despite budget cuts
- Continue to rationalise and improve office accommodation across the Trust
- Continue to explore energy saving measures and initiatives across the property, including wider implementation of passive environmental control and regular reminders to staff to ensure that energy is not wasted
- Continue to maintain the property undertaking priority repairs and small capital improvements to all venues, maintaining public service and protecting the collection, as resources allow

## **Learning and Engagement**

Formal and informal learning are central to the programme at Tullie House. The Arts Council's Major Partner Museum funding is now providing resources to support the learning and engagement delivery until March 2018. The Trust works in partnership with regional networks of school, colleges and voluntary sector education providers. The community engagement activities are an important way of improving access to collections, particularly among disadvantaged groups.

Over the next three years we will:

- Continue to aim for every Cumbrian pupil to participate in our formal education programmes (ACE CMC objective)
- Continuously review our formal education offer in line with the National Curriculum, to maximise income and therefore delivery of our most popular provision and pursue external opportunities for funding and partnership
- Work in partnership with the regional networks of schools, colleges and voluntary sector education providers, endeavouring to maintain young people's participation with our informal education and community outreach programme
- Endeavour to ensure that our most hard-to-reach visitors are represented within our education and community developments
- Continue to develop our relationships with the Universities of Cumbria, Lancaster and Newcastle

## **Partnerships**

Collaborations and partnerships promote and enhance the work and reputation of the Trust and the city of Carlisle. They can also deliver greater impact with less resource. Partnership will be fully exploited over the duration of this Business Plan.

Over the next three years we will:

- Maintain and develop our relationship with Carlisle City Council, particularly exploring the possibilities of working more collaboratively with regard to tourism and economic development
- Network as widely as we are able, locally, regionally, nationally and internationally, in order to help open up opportunities for the Trust to deliver our Objectives
- As part of the ACE MPM funding continue to develop the Trust's partnership with Imperial Decree Museum in Xuzhou, China
- Maintain and develop our local strategic partnership work, including Cumbria Museum Consortium / ACE, Solway Wetlands Partnership, Prism Arts, Carlisle's Heritage Quarter and Hadrian's Wall World Heritage Site

- Maintain strong relationships with local community networks, including children and young people whom we consider experience social injustice (lack of opportunity, education, means, access, skills development and employment)
- Continue to support community and voluntary sector organisations with heritage bids that align with the Trust's strategic objectives

## **Advocacy**

The proposed Trust manifesto will provide a strong advocacy document for staff, volunteers, visitors and stakeholders. It will be underpinned by our Advocacy Strategy and Audience Development Plan.

Over the next three years we will:

- Develop an advocacy strategy for the Trust (in line with our new manifesto), to ensure that all our key stakeholders are informed about our work, successes and ambitions
- Continue working with supporters, Members and donors to help advocate the work of the Trust; develop a Patron scheme
- Support and encourage Trustees to ensure that the Trust is represented effectively within professional, community and political arenas; continue to seek external recognition and acknowledgment to maintain a regional leadership role and advocate our success
- Launch a monthly corporate e-newsletter, to promote our activities and achievements to the business sector and other stakeholders
- Produce and circulate revised schools information to the schools network; evaluate the reach and impact of our schools e-bulletin and education web pages
- As part of the ACE MPM funding continue to be active in international networks such as WIRP to promote and enhance the Trust's professional reputation internationally

## **Income**

The Trust will manage the reduction in funding with its ambition to grow and develop. It will introduce a new fundraising strategy and generate income from a wide variety of sources.

Over the next three years we will:

- Submit an application to ACE for MPM funding for period commencing 2018/19
- Deliver Trading Company profit, in line with the business plan projections for the year
- Develop and implement a new fundraising strategy targeting the core operational budget and focussing on corporate sponsors and HNWI
- Seek to attract more individual and corporate Members to our Membership scheme

- Explore the potential of increasing income (as part of the ACE MPM funding) through a programme of international touring exhibitions, developing a portfolio of collection-based exhibitions and building our network of international contacts
- Test the feasibility of hosting selling exhibitions to support artists and craftspeople, and as a way of generating income
- Identify opportunities and test new ideas to generate income for the benefit of the Trust
- Investigate how to generate further revenue from our digital assets by matching products to markets
- Continue to cultivate regional/national fundraising relationships that enable us to access special project funding

### **Efficiencies and effectiveness**

The Trust will continue to deliver savings by continuously reviewing our revenue budgets, developing income generating initiatives, reducing our carbon footprint and identifying energy savings. Trustees and all staff are engaged in the challenging process of making the Trust more efficient and effective.

Over the next three years we will:

- Implement restructure proposals to deliver further significant savings to the Trust's core budget while striving to maximise our social and economic impacts
- Continue energy saving and sustainable initiatives and reduce our carbon footprint through our Green Museums programme
- Continue to upgrade the buildings by working with the City Council to improve the infrastructure of our historic buildings and make them more energy efficient and operationally efficient for the public and staff
- Continue the process of review and development of the operating systems and processes for managing administration and financial activities within the Trust and ensure that they are fit for purpose
- Use IT as an enabler to deliver organisational objectives, increase revenue and deliver cost savings
- Explore opportunities for Learning, Exhibitions and Curatorial to generate income linked to existing resources and staff expertise
- Create a new HR policies, procedures and systems to maximise efficiency and ensure best use of our resources



# APPENDIX A

## Proposed budget 2016/17 to 2018/19

		Baseline Budget	Draft Budget		
		2015/16 £000's	Year 1 16/17 £000's	Year 2 17/18 £000's	Year 3 18/19 £000's
<b>Income</b>	<b>Unrestricted Income</b>	<b>1,515</b>	<b>1,314</b>	<b>1,347</b>	<b>1,385</b>
	Carlisle City Council (CCC) Grant	1,033	835	835	835
	CCC Central Services	93	78	80	82
	Generated Income	375	379	395	416
	Grants / Sponsorship / Donations	14	22	37	52
	<b>Restricted Income</b>	<b>521</b>	<b>485</b>	<b>476</b>	<b>35</b>
	Arts Council England (ACE) CMC Grant	460	459	449	-
	Exhibition Grants / Sponsorship	61	26	27	35
	<b>CBDC Income</b>	<b>95</b>	<b>85</b>	<b>95</b>	<b>100</b>
	Cumbria Biodiversity Data Centre (CBDC)	95	85	95	100
	<b>Total Income</b>	<b>2,133</b>	<b>1,884</b>	<b>1,918</b>	<b>1,520</b>
<b>Expenditure</b>	<b>Unrestricted Expenditure</b>	<b>1,713</b>	<b>1,381</b>	<b>1,321</b>	<b>1,352</b>
	Core staff Salaries	844	643	576	600
	Utilities	175	171	170	170
	CCC Central Services	93	78	80	82
	Core expenditure	601	488	495	500
	<b>Restricted Expenditure</b>	<b>522</b>	<b>485</b>	<b>476</b>	<b>35</b>
	ACE CMC Salaries	207	216	206	-
	ACE CMC revenue expenditure	253	243	243	-
	Exhibition grant / sponsorship related	61	26	27	35
	<b>CBDC Expenditure</b>	<b>123</b>	<b>102</b>	<b>104</b>	<b>105</b>
	CBDC Salaries	89	80	82	83
	CBDC revenue expenditure	34	22	22	22
	<b>Total Expenditure</b>	<b>2,358</b>	<b>1,968</b>	<b>1,901</b>	<b>1,493</b>
<b>Totals</b>	<b>Total Surplus / (Deficit)</b>	<b>-</b>	<b>198</b>	<b>67</b>	<b>33</b>
	<b>Total CBDC Surplus / (Deficit)</b>	<b>-</b>	<b>28</b>	<b>17</b>	<b>9</b>
<b>Reserves</b>	<b>Reserves c/fwd</b>	<b>468</b>	<b>401</b>	<b>426</b>	<b>459</b>
	<b>CBDC Restricted &amp; Designated Reserve c/fwd</b>	<b>108</b>	<b>91</b>	<b>82</b>	<b>77</b>

Notes Reserves brought forward from 2014/15 were: 665 Tullie House  
136 CBDC

We have not made an allowance for the cost for redundancies that will happen in Year 1 following an organisational restructure and can only estimate at this stage that it could be in the region of £100k.



## Cumbria Museum Consortium – Activity Plan – 2015 to 2018

Over the next three years, the Cumbria Museum Consortium will creatively use its expansive and inspiring mix of internationally important collections to connect people to great culture and heritage.

### Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries.

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
<p>The CMC aims to deliver ambitious programmes that aspire to national and international standards of excellence. The CMC will:</p> <p>Train volunteers to raise collections management standards across Cumbria.</p> <p>DIGITAL Catalogue and digitise collections to create a regionally dispersed Cumbria collection on a bespoke collections website.</p> <p>Apply for designation for natural sciences collection in 2015 (TH) and the Windermere boat collection in 2016 (LA).</p> <p>Undertake research on collections and programming.</p> <p>Create and deliver major exhibitions and programmes on Canaletto, Waterloo and Anselm Kiefer in 2015; Indian contemporary art and Carlisle at War in 2016; Roman Armour exhibition; open Windermere Jetty in 2016.</p> <p>Develop further international links with: the Imperial Decree Museum in Xuzhou China (Tullie House) American Universities (Wordsworth Trust) Exhibitions with contemporary artists such as Belgian Tinus Vermeersch (Lakeland Arts)</p> <p>Delivery of Highlights Loans project (All).</p>	<p>10 volunteers trained and up to 5 museums will be consulted (in year 1) and receive targeted support to improve collection management standards and maintain Accreditation (in years 2+3).</p> <p>200,000 objects will be made available on-line by end of programme.</p> <p>2 applications for Designation will be developed and submitted.</p> <p>3 collection research articles / papers will be developed and 3 papers / presentations will be disseminated annually.</p> <p>An increase of 2% new (first time) visitors will engage with exhibitions and related programmes; and visitor satisfaction levels will grow by 2%.</p> <p>10 objects will be toured internationally and experienced by 50,000 visitors at international venues (TH). 250 student learning days will be delivered generating £20,000 (W/T). 6 contemporary artists will exhibit work reaching 5000 visitors (all).</p> <p>Up to 5 museums in Cumbria will participate and attract 10,000 visitors.</p>	Q1-4	Q1-4	Q1-4	Collection and learning leads
		Q1-4	Q1-4	Q1-4	Collection and learning leads
		Q1-4	Q1-4	Q1-4	Helen W + Steve H
		Q1-4	Q1-4	Q1-4	Collection and learning leads
		Q1-4	Q1-4	Q1-4	Monitored through ticket sales and Viewpoint reports*
		Q1-4	Q1-4	Q1-4	Monitored by Collection and learning leads / door counts
		Q1-4	Q1-4	Q1-4	Collection and learning leads

\*Baseline will be established 2015-16

## Goal 2: More people experience and are inspired by museums

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
The CMC aims to increase the use and ownership of its museums, particularly by local audiences. The CMC will lead audience development across Cumbria's museums, sharing information and skills and stimulating new ideas through learning and other networks. The CMC will:					
Building on MHM reports, visitor research questionnaires will be streamlined to ensure CMC is collecting the same information, benchmarking, evaluating progress and sharing with staff to become more audience focused organisations.	4 standpoint questionnaires will be reviewed and streamlined by end Q1 of year 1.	Q1			JP; with Marketing leads
Carry out audience research in 2015-16 to establish a baseline to measure the success of interventions and inform programmes and services.	Commissioning Viewpoint analysis report will provide baselines to inform planning, development and evaluation of the CMC programme.	Q4			JP data audit and feedback from CMC teams
Develop community and arts engagement with underrepresented groups (older people, dementia sufferers and carers, people with disabilities and low socio-economic backgrounds and artists).	TH will deliver 9 projects / year with 600 participation days. WT will deliver 12 projects / year with 2000 participation days. LA will deliver 6 projects / year with 460 participation days.	Q1-4	Q1-4	Q1-4	Monitored by Collection and learning leads
Engage with a wide range of individuals and groups to ensure that more people experience and are inspired to visit museums (includes participation in large scale events and supporting national initiatives).	The venues will attract a 5% increase of people that do not currently visit the museums, including local people from across Cumbria.	Q1-4	Q1-4	Q1-4	Viewpoint* programme and postcode analysis
Work with local partners / initiatives to attract more international visitors from American and Far East Markets.	CMC will increase international visits by 2% by 2017.			Q1-4	Monitored through Viewpoint* and group bookings

\*Baseline will be established 2015-16

### Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
<p>The CMC will employ a number of approaches to increase its resilience and sustainability, maximising its resources and impact through effective partnership working. The CMC aims to increase the understanding of the value of the museums sector for the economic and social development of Cumbria. The CMC will:</p> <p>Work with MDNW to identify retail and digital development opportunities with the Cumbria Museums Retail Working Group; trial joint procurement; monitor and evaluate savings.</p> <p>Support and share learning with Cumbrian Museum ecology including delivery of 6 training / support opportunities, providing 4 museum mentors, supporting 4 annual CMF meetings and managing CLNs.</p> <p>Increase self-generated income, via membership schemes, donations, courses, and improved facilities at CMC organisations.</p> <p>Maintain and develop partnership with:</p> <ul style="list-style-type: none"> <li>• Cumbria Biodiversity Data Centre</li> <li>• World Heritage Sites on bid development</li> <li>• Regional and local authorities</li> </ul> <p>Implement environmental action plans and work with Julie's Bicycle to improve organisational sustainability.</p>	<p>Expand the CMRWG membership and develop 3 joint collection-related initiatives.</p> <p>25 CMF members will attend quarterly meetings; 100 participants / beneficiaries at events, leading to good quality Accreditation returns and successful funding applications from Cumbrian museums</p> <p>Create a commercial development role and increase income by 20% from £60,397 to £72,476 by 2018 (TH).</p> <p>Agree CMC-wide benchmarks and develop targets for increased income generation (yr1) over three year period through diversification of income streams. LA benchmark is £150K WT benchmark is £200K</p> <p>Arts and heritage offer is articulated within WHS bid. Secure continued investment from Carlisle CC and SLDC and be recognised as strategic partners with councils.</p> <p>TH – to recruit a Green Champion and introduce better energy consumption monitoring by end of 2017 LA - 10% reduction in CO2 to 2017-18 in existing facilities and introduce better energy consumption monitoring by 2016-17 (year 2).</p> <p>WT – ongoing monitoring of energy consumption to inform HLF capital development bid.</p>	Q1-4	Q1-4	Q1-4	Shop sales / income
		Q1-4	Q1-4	Q1-4	monitored through CMF, liaison with ACE and MDNW
		Q1-4	Q1-4	Q4	Monitored by Fundraising leads
		Q1-4	Q1-4	Q1-4	
		Q1-4	Q1-4	Q1-4	Monitored by Steering Group
				Q1-4	Monitored by green champions

**Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and highly skilled**

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
<p>The CMC will demonstrate professional leadership and work to an effective governance framework.</p> <p>Maintain and develop partnership with:</p> <ul style="list-style-type: none"> <li>Manchester Partnership in delivery of MDNW</li> <li>Work with Curious Minds as Bridge organisation</li> <li>NWFED to share skills with regional museums</li> <li>take a strategic leadership role with regard to managing rural museums, and host a regional conference in conjunction with other rural MPMs</li> </ul> <p>Assess training needs via formal analysis</p> <p>Run annual graduate training programmes (WT)</p> <p>Employ apprentices, and support apprenticeships in Cumbria (TH &amp; LA)</p> <p>Host annual student and school placements</p> <p>Develop volunteer programmes at all venues</p>	<p>CMC will hold monthly steering group meetings; Update and implement equality action plans; Monitor and manage risk</p> <p>Delivery model for Museum Development is recognised by beneficiaries and key stakeholders as good practice and good value</p> <p>TBD</p> <p>Delegates at events / conference learn something they can implement back at their museum</p> <p>Annual staff appraisals will produce CPD plans which are supported by managers.</p> <p>Participants have 100% success rate at securing employment / further education / training within 3 months of completing the programme.</p> <p>100% of trainees and apprentices move into new roles/further training.</p> <p>Each organisation will host 6 placements</p> <p>TH will develop volunteer ambassadors</p> <p>LA will create a volunteer coordinator post</p> <p>WT will work with National Trust to develop shared volunteering opportunities.</p>	Q1-4	Q1-4	Q1-4	Minutes / reports to ACE
<p>DIGITAL - Undertake a digital audit and develop and implement a digital strategy</p> <p>Utilise Treasures of Cumbria to increase staff digital skills and digital literacy</p>	<p>Appoint digital manager to produce a strategy in first year of the programme</p> <p>12 members of staff across CMC will gain and use</p>	Q1-4	Q1-4	Q1-4	Monitored by MDNW in annual report
		Q1-4	Q1-4	Q1-4	Event delegate feedback
		Q1-4	Q1-4	Q1-4	Monitored by CMC teams / managers
		Q1-4	Q1-4	Q1-4	Monitored by learning leads
		Q1-4	Q1-4	Q1-4	Monitored by learning leads
		Q1-4	Q1-4	Q1-4	Monitored by learning leads
		Q1-4	Q1-4	Q1-4	Monitored by CMC Steering Group

	new skills in other aspects of their work	Q1-4	Q1-4	Q1-4	Monitored by CMC Digital manager
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## Goal 5: Every child and young person has the opportunity to experience the richness and inspiration of museums

Aim and Activities	SMART measures of success	Timescales			Lead / source
		15-16	16-17	17-18	
<p>The CMC will enhance the quality of provision for primary and secondary schools, YP and Families, through the delivery of a range of projects, including the use of digital technology to increase learning and engagement with museums.</p> <p>Create and deliver programmes that increase number and range of pupils engaging with the museums</p>	<p>The CMC organisations will grow schools engagement as follows: WT from 4000 (2014-15) to 5000 in first year of programme (and then establish targets for years 2+3) TH from 10,000 (2014-15) to 10,500 by the end of the programme LA – from 3000 to 10,200 – by the end of the programme</p>	Q1-4	TBD	TBD	Monitored by learning leads
		Q1-4	Q1-4	Q1-4	
		Q1-4	Q1-4	Q1-4	
<p>Increase programme of activity and participation for Young People</p> <p>Deliver family engagement activity and establish a coordinated approach to a Family Friendly offer for Cumbria</p> <p><b>DIGITAL</b> Create digital learning resources for teachers, schools and Young People</p>	<p>The number of YP visiting the venues and engaging with programmes (including Arts Award) will increase by 5% by end of the programme WT 150 Arts Award recipients TH 120 Arts Awards LA 120 Arts Awards</p> <p>The CMC organisations see an increase of 5% of families visiting and the CNL will establish a family friendly network in Cumbria.</p>	Q1-4	Q1-4	Q1-4	Monitored by learning leads and through Viewpoint*
		Q1-4	Q1-4	Q1-4	
<p>The CLN will disseminate good practice for museum and gallery learning across Cumbria</p>	<p>CMC will create and trial digital learning resources in the first year of the programme and monitor / review effectiveness and use of the resources throughout the programme.</p> <p>The CLN will run 12 training and dissemination days each year of the programme.</p>	Q1-4	Q1-4	Q1-4	Monitored by learning leads
		Q1-4	Q1-4	Q1-4	

The CMC will deliver the BRIDGE role for heritage Cumbria	TBD					
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\*Baseline will be established 2015-16

## KEY ACHIEVEMENTS IN 2015/16

## Audiences

- We attracted 276,830 visits to Tullie House in 2014/15 (an almost 10% increase on 2013/14) and a further 2,000 to the Guildhall Museum
- From preschool through to college and university 12,784 pupils took part in in-house and outreach activities during the school year September 2014 – July 2015, our highest total in five years
- We opened 11 exhibitions. Particular highlights included:
  - Artists Rooms: Anselm Kiefer – which was large in scale and ambition and which required three years of planning. A complex exhibition that required staff to work with the Tate, National Galleries of Scotland, the artist's studio and the Art Fund (who contributed £12k for an equally ambitious engagement programme). The exhibition received much critical acclaim and was seen by almost 5,000 paying visitors
  - The Shed – ten short exhibitions aimed at different audiences co-created with groups and visitors, including an exhibition of art work by pupils from Trinity School linked to the First World War centenary commemorations; a display of objects and ephemera from local sports clubs; and a 'Roman Photobomb' exhibition curated by our museum youth group
- We developed digital engagement which gave direction to our increasing use of social media (the museum now has more than 4,527 Twitter followers and 3,111 FaceBook Likes)
- Our Learning and Community teams produced a creative and engaging cultural education programme for schools, children and young people; adult learners, older people networks and community groups
- We worked with a number of local youth organisations on creative response projects and pop-up exhibitions, including a photography project with young learners from NACRO in partnership with Eden Rivers Trust. We also worked with young people from the housing charity Carlisle Key on an Artist Rooms project using the themes of personal myth and identity to decorate mannequins, currently on display in the Old Fire Station
- We worked with local dancer Adam Russell to create an inter-generational dance piece inspired by the museum collection, with performers ranging in age from 8 - 80. The piece was performed on our Border Galleries with an audience of 127 people, not including museum visitors who watched as part of their visit
- The Tullie Time Travellers club expanded thanks to funding received from Cumbria County Council as part of the Headstart initiative



- Tullie House was selected as one of six national partners for the Prince's Foundation for Children & the Arts 'Great Art Quest' programme, encouraging pupils and teachers to become more involved with their local art gallery
- Tullie House was a festival partner of Borderlines, Carlisle's festival for readers and writers. Ticket sales increased by 60% on last year and the festival has been shortlisted for the Cumbria Life Culture Awards Event of the Year

## Collections

- We secured major trust and foundation funding support from DCMS/Wolfson Museums and Galleries Improvement Fund for the display of the recently excavated Cumwhitton Viking material
- We produced a new Research Policy initially to support our Designation application but which has now been adopted by all relevant departments
- We submitted an Arts Council Designation application and received a Stage 1 pass; stage 2 has to be completed by June 2016
- Staff from across the curatorial departments were involved in a range of collaborative research projects including the following:
  - Salvatore Fadda, a student who came to Tullie House through the ERASMUS Programme created a catalogue of the objects of Roman date from sites along Hadrian's Wall held by the museum
  - The Burnswark Research Project collected samples of lead from sling bullets found on the site as part of their project to see where the lead came from and to help build up a picture of the lead sources used by the Roman army in Britain
  - The University of York came to inspect our Viking Age combs to see if they were suitable for use in tracing where the animals that provided the raw materials came from
  - We worked with visiting researcher/writer, Karen Lloyd, who was conducting research on the Haweswater Golden Eagles for a forthcoming publication
  - We worked with Marcus Doyle who is photographing some of the natural sciences collections for use when teaching photography at the University of Cumbria
- Natural Sciences hosted a tour of the collections for the University of Cumbria zoology undergraduates. Working with the CBDC, an overview of the invertebrate collections was provided as an introduction to the invertebrate zoology course and to reinforce what a fantastic natural history resource they have on their doorstep for future studies.
- Curatorial research and input to the development of the exhibitions programme remains a priority and notable exhibitions in the year generated from the museum's own collections included the popular What's in Store which highlighted many of the collections not normally on public view
- Contemporary collecting and fieldwork continues in line with the Trust's Collections Development Policy and during the year we received generous donations from the



public and benefactors. Notable accessions include: Nine Edinburgh Weavers and two Morton Sundour printed and woven textiles dating from the 1950s-1960s purchased for the collection; important collection of Jacobite related material purchased for the collection comprising: two portrait miniatures of Prince Charles Edward Stuart dated 1749, Jacobite continental soda glass and George Smith map of Carlisle showing the 1745 Jacobite route

## **Team**

- We continued to operate on a significantly reduced running costs budget and lost a further 6 staff to redundancy in 2015/16 as well as agreeing to reduced hours for a further 4 staff and freezing 2 senior manager posts
- Voluntary redundancy was offered to those at risk of redundancy. There has been significant consultation during the year with unions to discuss proposed organisational restructures and staff reductions
- Volunteering continues to grow with 59 individuals giving their time and skills to the museum
- We continued to engage with our staff and volunteers on ways to improve organisational effectiveness
- We continued to try and protect staff morale against a background of job losses and cutbacks in our service, not least through open, transparent and regular communications; we implemented a Staff Representative Group (SRG) to improve communications across the organisation
- We continued to train and develop our teams to maximise and prioritise our resources within the context of reshaping and reorganising the Trust. We also try wherever possible to secure external funding to enable our staff to attend external courses
- Three members of the Learning team attended a course to become trainers for the Discover and Explore and Bronze and Silver Arts Award. This will enable the Trust to deliver more Arts Award activity in 2016
- Our Community & Young People Coordinator has been trained as an Alzheimer's Society 'Dementia Champion' and has delivered 'Dementia Friend' training to all museum staff
- Our Learning & Engagement Manager (L&EM) was selected for the 'Confidence, Choice, Connections' programme run by the Women Leaders in Museums Network. Through this programme a North West Women Leaders in Museums Network has been created, of which the L&EM has been nominated co-chair
- The education team spoke at a number of conferences, including the engage North West conference highlighting our work as part of Artist Rooms and the Kids in Museums 'Family Fortunes' conference exploring what makes our family offer so effective
- We continue to develop our Apprenticeship programme (with the help of our ACE MPM grant) and have taken one apprentice for a second year so that they can work towards their Level 3 diploma

- Two members of the finance team are studying for Level 4 of the Association of Accountancy Technicians (AAT)
- We created and implemented a new, much improved staff Intranet to aid communication and alleviate pressures on digital storage.

## **Buildings**

- We relocated offices to improve communication and as a result have been able to free up a space to create a much needed room for school lunches and, when not in use for this purpose, a room for volunteer projects
- We have relocated the Cumbria Biodiversity Data Centre in Herbert Atkinson House along with our finance and marketing teams
- In line with the Trust's energy efficiency policies LED lighting has been installed in the Border Galleries, part of the Atrium and in the underpass.

## **Learning and Engagement**

- The Learning team hosted the annual Learning Outside the Classroom day with trainee teachers from the University of Cumbria. Over 60 students took part in the event which showcases the education programme at Tullie House and other local cultural organisations
- The learning team took part in the Hadrian's Wall Education Sharing Day in August. The team showcased Roman themed projects over the past twelve months, including our digital 'Hunger Games' trail inspired by the archaeology collection aimed at young people, and our engagement workshops in China with Roman archaeological material. The sold out conference was attended by delegates from organisations along Hadrian's Wall and the North, including Beamish and Tyne and Wear Archives and Museums
- The learning team had a stall in the City Centre over the Pageant Weekend. Over 450 members of the public engaged with staff, handled objects from the collection (including pageants ephemera) and tried on replica costume
- Our Tullie Textiles Group continues to meet monthly at the museum, with membership growing over the past three months. The session is led by local textile artist Helen Walsh who works with the group on new techniques inspired by items from our textile collection. Recently this has included quilts and crocheted dresses
- The Tuesday Lunchtime Lecture programme continues to flourish. Talks from organisations so far include the Solway Wetlands Landscape Partnership, Cumbria Constabulary and Cumbria's Museum of Military Life. 270 people have attended talks up to November this year. Upcoming speakers include staff from the Wordsworth Trust, Eden Rivers Trust and Natural England
- New community partnerships have been created with local organisations, including Unity the drug and alcohol rehabilitation service and Carlisle Young Carers. These partnerships will develop throughout the year with outreach sessions and museum visits

- We are developing a 'Morning at the Museum' drop in for adults with dementia and their carers and families. Participants will meet in the Function Room for refreshments and take part in relaxed and informal object handling sessions
- Our Adult Learning programme continues to increase in numbers and income. So far this year over 200 people have attended talks and Saturday Session art and craft workshops
- Our fortnightly toddlers session is the most popular it has ever been. We average 40 participants each session, and recently trialled sessions in the Summer Holidays with great success
- We provided new opportunities with special events on Science and a new Prehistory session which were well received. The Prehistory session has proved particularly popular with over 300 pupils taking part in the session so far this term
- The Cumbria Sky Map, is a creative response project (to Uta Kogelsberger's New Expressions 3 installation) which forms a canopy that explores thoughts and 'moments' from the fast changing Cumbrian skies. The piece was inspired by the story of the Golden Eagle eggs in the museum's collection. The piece is added to by groups attending artistic workshops that focus on the museum's diverse collections
- The Youth Panel (formerly Yak Yak) have been working on giving themselves a more contemporary vibe. They have designed a new logo which they feel makes them more clearly connected to the museum. There are new flyers, an updated Facebook page and a brand new Twitter account
- The Youth Panel have also:
  - written alternative labels for some of the objects in the galleries
  - taken over the Tullie House Twitter feed as part of Kids in Museums Teen Twitter Take-over Day
  - Benefitted from a day in Edinburgh to see the Artist Rooms: Roy Lichtenstein exhibition at the Scottish National Gallery of Modern Art
- Two groups of young people with learning disabilities from Inspira visited us as part of their NCS project. They said that Tullie House was the highlight of their stay in Carlisle
- Over 1,500 adults and children attend the summer drop-ins. As part of this the Learning team decided to create a new cape for our Flying Reiver. It is decorated with shields that families have designed themselves as well as those belonging to infamous Border Reivers along with a patchwork of different material. Pippa Sheather, a local artist has finished putting the cape together and it is now on display in the Atrium
- Family events in 2015 include the annual Christmas Fun Weekend, Museums at Night and the Big Draw

## Visitor Services

- The staffing restructure allowed a re-evaluation of visitor services resulting in the creation of a Visitor Experience team tasked with ensuring the best experience for all our visitors
- Visitor Service staff strongly promoted museum Membership scheme to all visitors
- There were 58 tours in the Guildhall in 2014/15 up 10% from the previous year
- Current Collection Conversations comprise: Roman Jewellery, Roman Locks and Keys, Roman Murder, Viking Helmet and Weapons, Prehistoric Stonework, Tiger Skull, The Red Baron and Metalwork with several new themes for the galleries currently in development
- Five volunteers have been recruited to carry out market research surveying for CMC wide Audience Finder data. As of October 2015 they completed 200 questionnaires that represents 55% of the total required

## Partnerships

- Our major partnership continues to be the Cumbria Museum Consortium and our relationship with Arts Council England as the lead MPM organisation for the consortium (see Appendix B)
- We continue to work with Prism Arts on high quality engagement projects, including a creative response project with James Rennie School and Beaumont College which produced a multimedia textile installation in the Tullie House garden inspired by our Artist Rooms: Anselm Kiefer exhibition
- The Youth Panel have created a digital app that takes users on a 'cultural crawl' of the city. We worked with partner venues including the Cathedral, Carlisle Castle and the Railway Station to be featured in the app
- Tullie House is the lead partner in a project with the Cumberland Infirmary which will see prints from our fine art collection on display in the hospital; workshops with staff and patients are also planned
- As part of the ongoing relationship agreement with Newcastle and Lancaster Universities, we hosted four student placements in 2015
- We have established a formal relationship with the Imperial Decree Museum in China (see Highlights in Section 2)
- We are the joint lead partner (with Tyne & Wear Archives and Museums) in securing almost £700k of ACE Resilience funding to develop a dispersed exhibition based on Hadrian's Wall for a major tourism event 2017

## **Advocacy**

- We were delighted to have won the following awards:
  - Tullie House won the national Telegraph Family Friendly Museum Award – one of the biggest museum awards in Britain with over 850 museums entering (see Highlights in Section 2)
  - The Trust's Community and Young People Co-ordinator, Catherine Moss-Luffrum, won the Award for Youth at the Golden Apple Education and Learning Awards (see Highlights in Section 2)
  - Our Curator of Social History, Edwin Rutherford, has been awarded the honorary title of Winfield Fellow by the US Embassy in London. Edwin was made an Inaugural Fellow along with around 50 other people from across Britain who were identified by the US Government as future leaders who can improve the relationship between the United Kingdom and the United States
- We received Trip Advisor's Certificate of Excellence
- We contributed to a number of research publications including:
  - Savage, Carl, The Wigton and Maryport medieval coin hoards, Transactions of the Cumberland and Westmorland Antiquarian and Archaeological Society
- Lectures and talks
  - All members of the curatorial team have given talks and lectures to outside bodies including WIs, U3A, Local History Societies, Society for the Protection of Ancient Buildings throughout the year

## **Income, efficiencies and effectiveness**

- A new operational routine has been implemented by the Visitor Experience team whereby the Visitor Engagement Assistants now close down the building. This has enabled the removal of the security staff resulting in a valuable cost saving without compromising this important function
- Throughout 2014/15 Visitor Services has provided direct operational support to the team during the installation of exhibitions
- During 2015 we upgraded the operating system on all our PCs to Windows 7 and installed Microsoft Office 2010 to improve productivity. Further improvements are planned for 2016/17 including a new CRM system
- We have reviewed our Emergency Plan in line with best practice to minimise the potential impact to the business and collection from any disaster
- We have installed a new easier to move moveable wall system in the Art Gallery, which will both reduce risk of injury and reduce installation time
- We procured new exhibition furniture, including display cases, plasma screens and lighting which will help reduce the set up costs of exhibitions in the future

- Installation of upgraded mechanical and engineering services continued across the museum with a view to improving energy efficiency, including the introduction of a new humidification system in the Border Galleries
- Across all sections of the organisation we have reviewed our processes to ensure efficiency and will implement new technologies where possible to facilitate this such as eliminating the need to undertake manual counting in some galleries thereby freeing up staff time for greater engagement with visitors

## **Extract from the Partnership Funding Agreement & Carlisle City Council Performance Monitoring**

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

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

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

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

- 6.5.7. the key performance indicators and other relevant targets against which MT will report in accordance with clause 9; and
- 6.5.8. such other information as Carlisle may reasonably require from time to time (which will be specified with reasonable advance notice).

#### *Carlisle City Council Performance Monitoring*

##### **Customer**

- 1) All in-person visits to TH (target 242k)
- 2) Visitors to all galleries
- 3) Proportion of 3) who are from 'Out of City' (non TH card holders)
- 4) No. visits to website
- 5) No. children visits (outreach and school pupils)
- 6) No of people taking part in learning activities broken down by subcategories of:
  - Visitors to Galleries
  - Curatorial Enquiries
  - Loans Boxes
  - Guildhall visitors
  - Website Users
  - Community and Schools outreach
  - Under 5's Education sessions
  - Internal Workshops and Events
  - Pupil Count
- 7) Monitoring of usage by protected characteristics, geography (*BP P3 table*) and economic segmentation (*BP P3 final para*)
- 8) Customer satisfaction

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

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

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

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

##### **Organisational development**

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

Risk register to be reported by major exception.