

Report to Executive

Meeting Date: 20th December 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 46/21

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 review the Tullie House Business Plan before making any recommendations to Full Council for consideration.

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".

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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 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 split 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*:

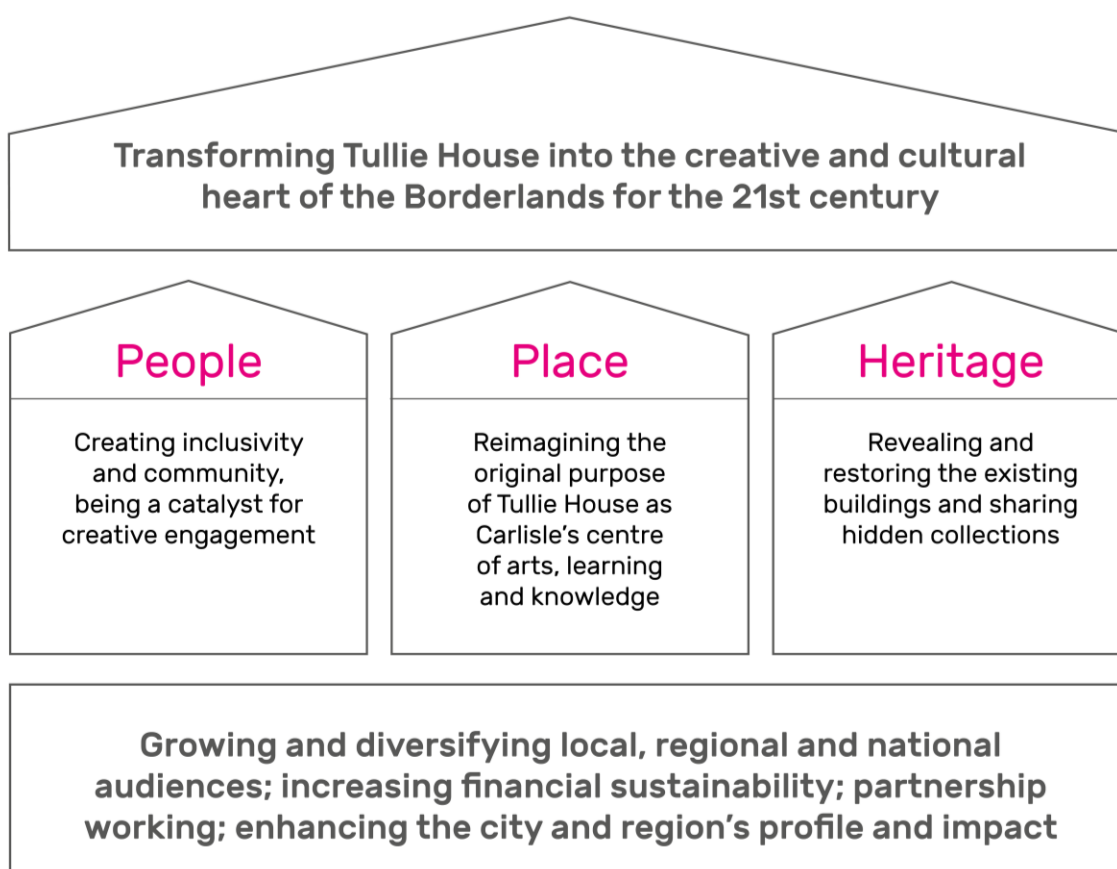


Figure 1

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 choose 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			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	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	0	0	0	0	0	0	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.

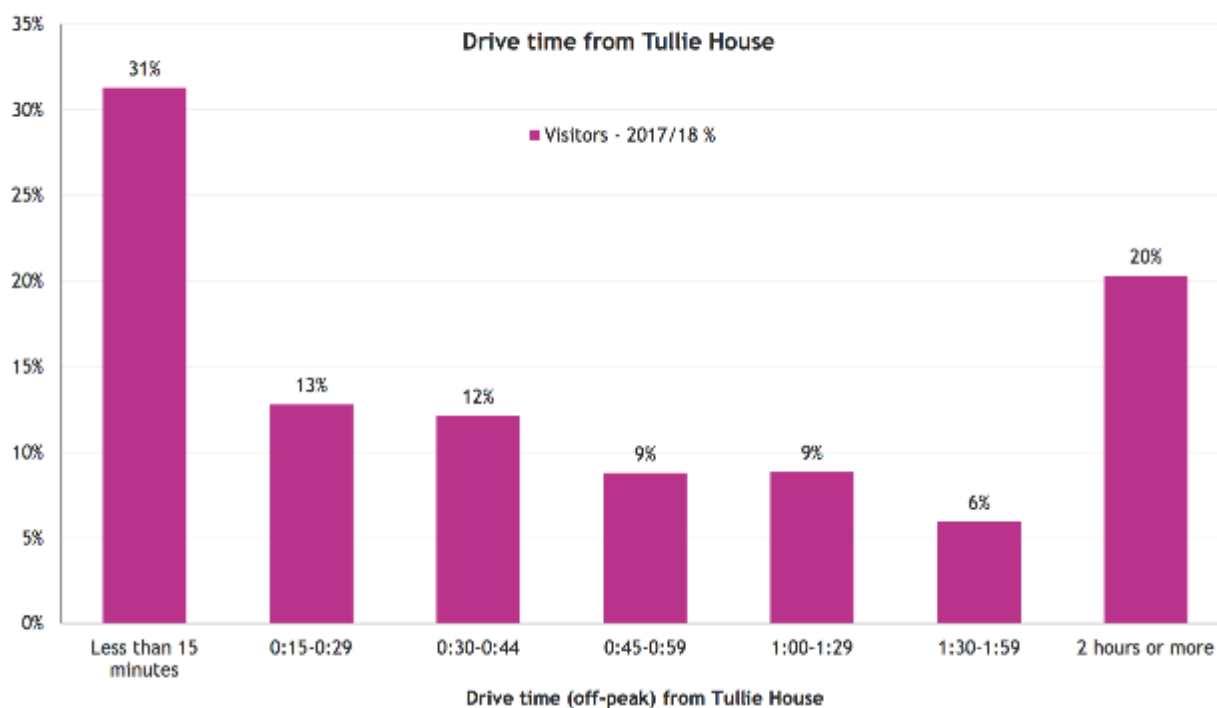
2.1.1 Local visitors

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.

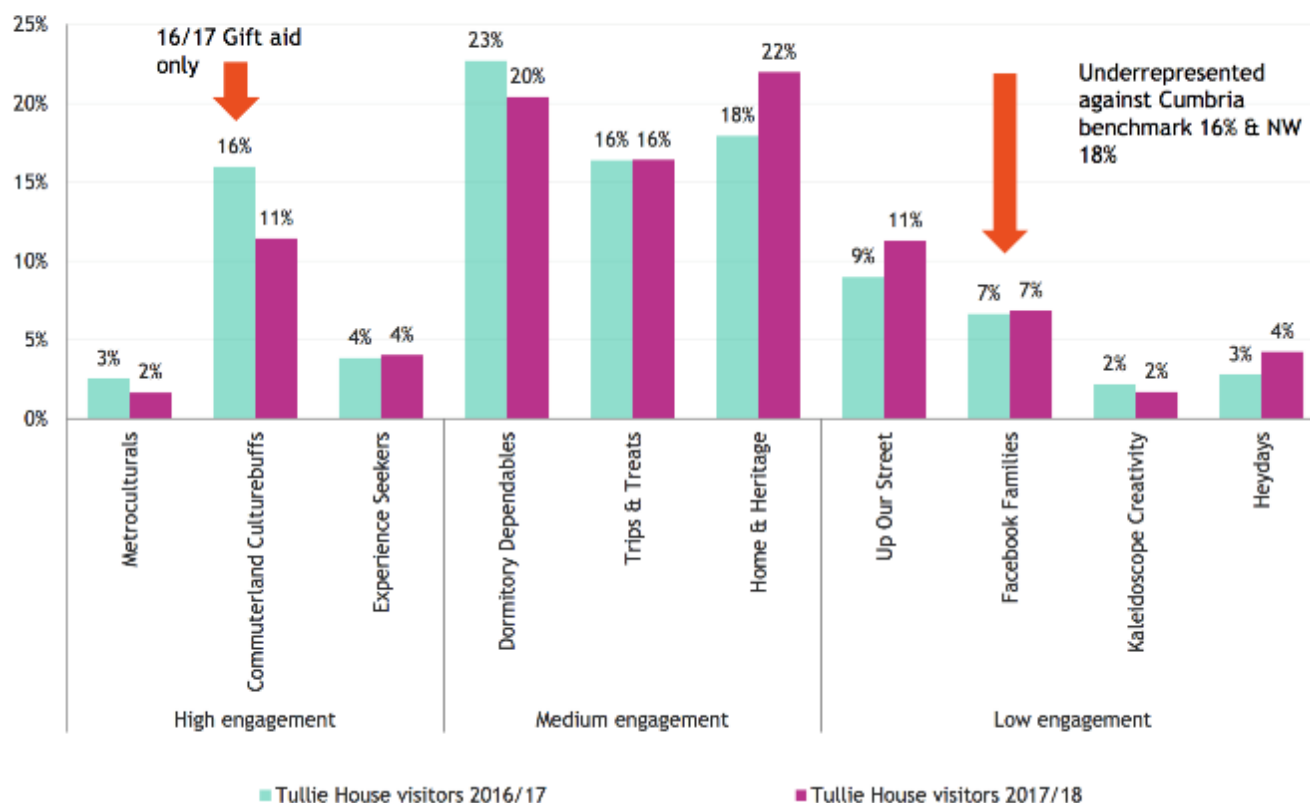
In 2017/18 the Museum attracted 43,370 paying visitors. This equated to only 1% penetration of the market for visitors to the Carlisle Region with a propensity to visit a museum (noting the caveat in 2.1).

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:

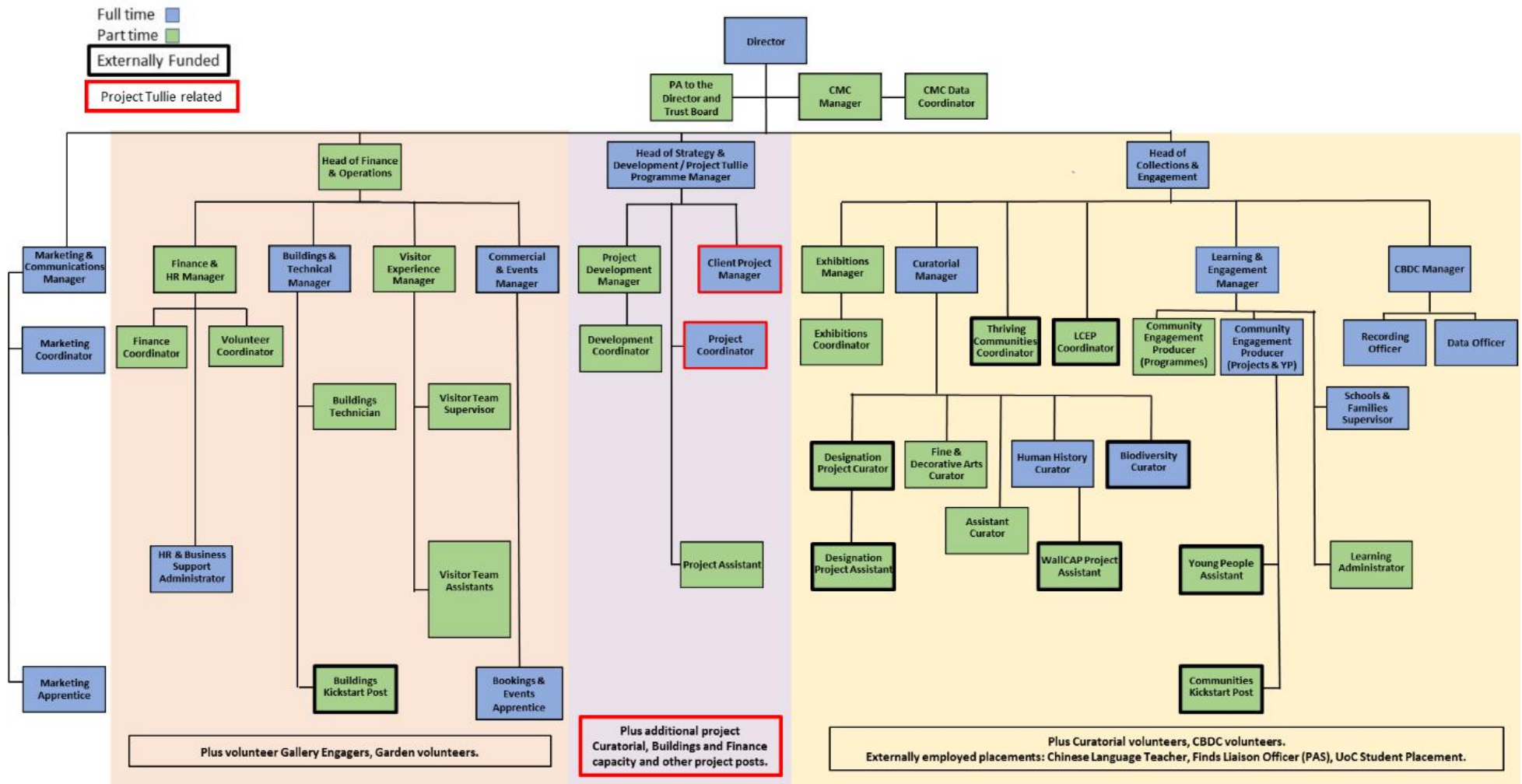
an Audit and Risk Committee comprising four Trustees which oversees financial risk and controls, and which monitors the Arts Council NPO programme; a Development Committee comprising six Trustees which is examining new methods of raising income and donations, and a Remuneration and Nominations Committee 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

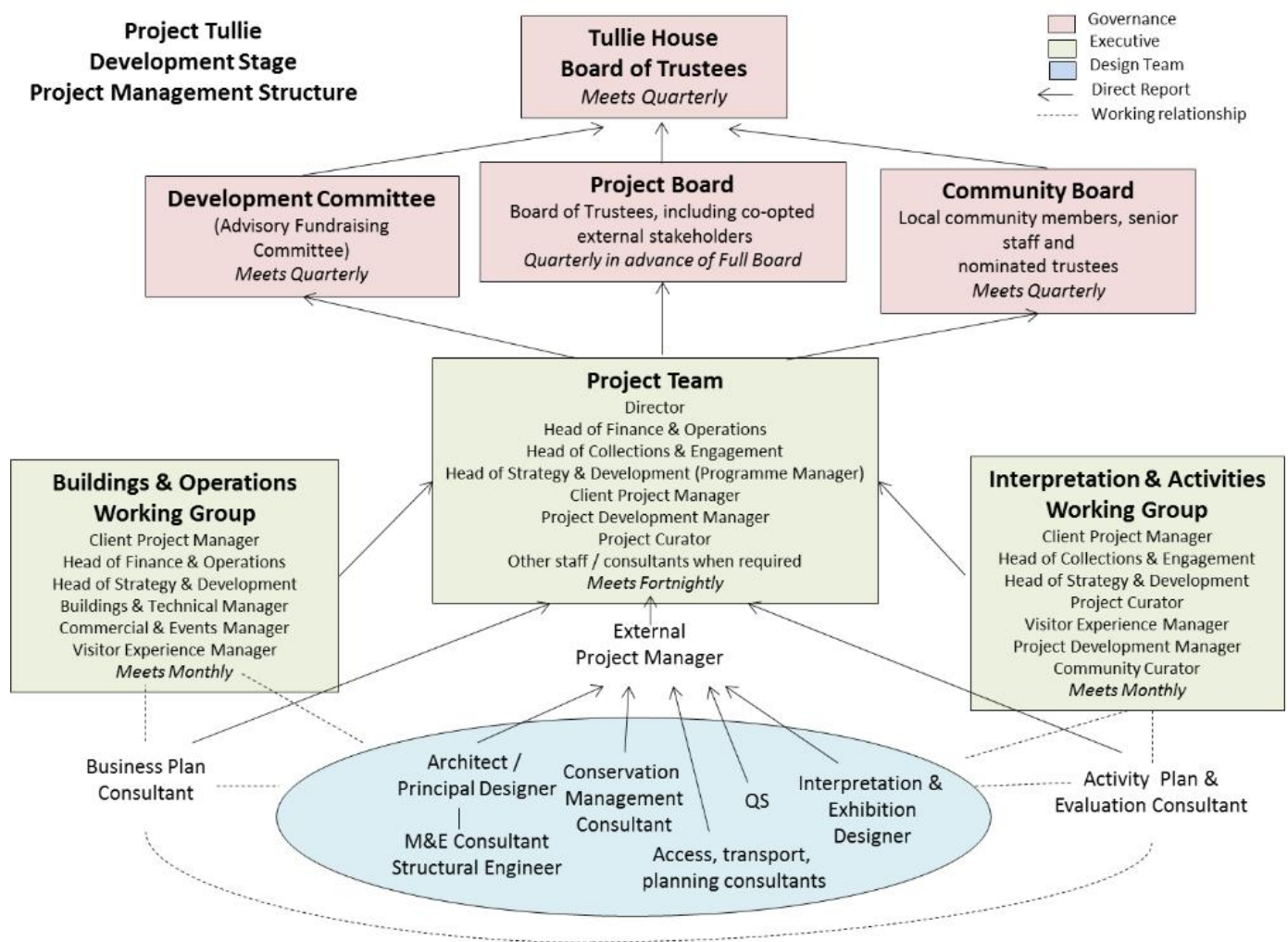
We will appoint a Design Team through an OJEU process, to be led by the Project Manager and comprising architects, interpretation and exhibition planners / designers, structural and services engineers and QS. The Design Team will be responsible for developing the building, interpretation and permanent 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.

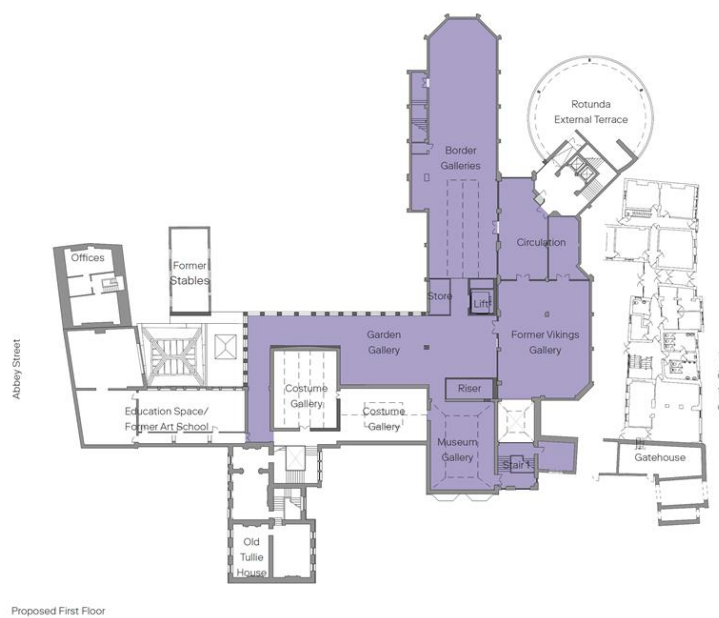
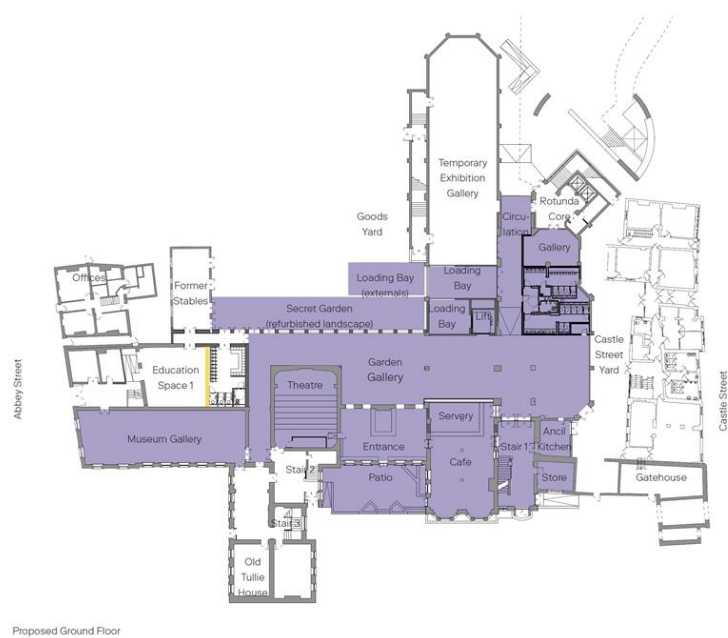


Image: Phase 2 development (Museum core)

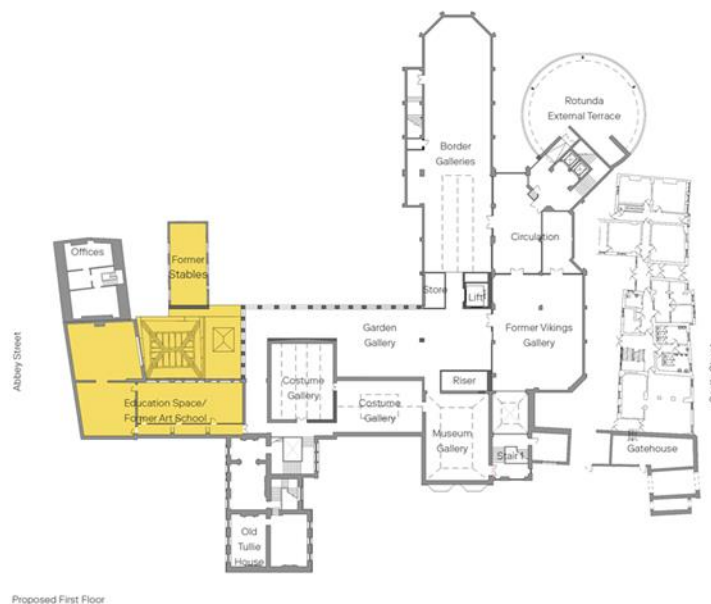


Image: Phase 3 development (The Art School / West Wing)

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.	Objective 4: Actively increase income from trusts, foundations, individuals and corporates Objective 5: Focus on developing greater engagement with the Carlisle community Objective 6: Continue to work with least engaged groups within Carlisle and the surrounding area Objective 8: Develop international audiences from China or with communities interested in Chinese culture
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 causal 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 admissio ns (#)	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 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
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

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 visitors

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	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

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

Admissions

Negative variance of :-		
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 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

Visitors, locals, advocates, peers	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	<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 	1, 2, 3, 4, 5, 6, 7, 8	2024
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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

Likelihood of occurrence	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
	Low	1	2	4	6	8	10
			1	2	3	4	5
			Impact				
			Low			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 under-estimated	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.

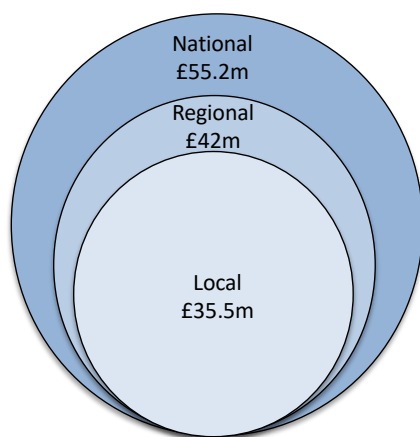
The study assesses the expected impact of the project in terms of volume and value of spend on the local, regional and national economic geographies across several sectors.

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	Financial Sustainability			
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
		<ul style="list-style-type: none"> ○ 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	<p>Ensure access and inclusivity is at the heart of our spaces and programmes:</p> <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	<p>Develop co-production with our communities and embed the Creative Case for Diversity within the organisation.</p> <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	<p>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.</p> <p>Achieve Level 3 and create plan for achieving Level 4 by end of March 2023</p>	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	<p>Continue to embed contemporary collecting across disciplines:</p> <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	<p>Expand and develop our digital offer as part of CMC:</p> <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	<p>Increase the number of active volunteers to 80 by end of 2021/22 (50 gallery engagers, 30 BOH)</p> <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 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
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
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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

Summary: Project Tullie Scenario 2
80K ticketed visits
Phases 2 and 3 delivered
LUE timescale

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 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
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	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
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																																												
	<table> <tr> <td></td><td>Covid</td><td>Covid</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Inflation</td><td>0%</td><td>0%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td><td>2%</td></tr> <tr> <td>Compounded</td><td>1.00</td><td>1.00</td><td>1.02</td><td>1.04</td><td>1.06</td><td>1.08</td><td>1.10</td><td>1.13</td><td>1.15</td><td>1.17</td></tr> <tr> <td></td><td>Actual</td><td>Projection</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td><td>Estimate</td></tr> </table>											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
	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																																												
CBD C	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	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
	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
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	2,671,785	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

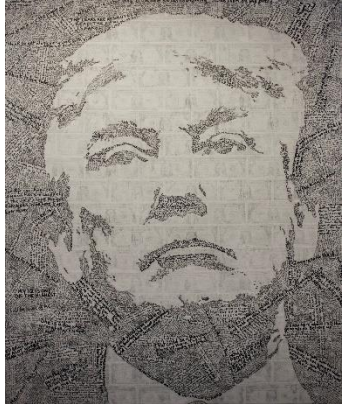
Target Visitor Numbers: 7,500

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

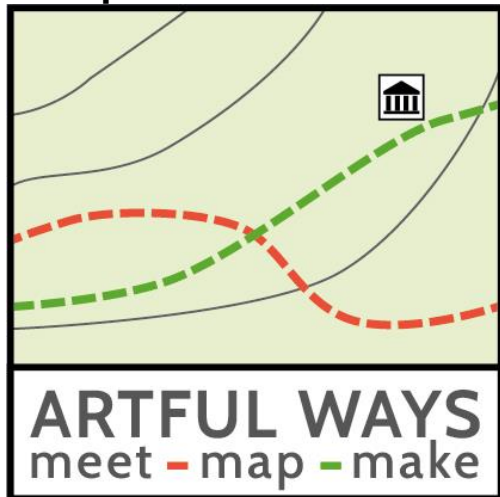
Target Visitor Numbers: 2,750 (shared with Artful Ways)

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.

Appendix IV: Learning and Engagement Programme 2021-22



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	<p>Activity split into three strands:</p> <p>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.</p> <p>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.</p> <p>Research Group – smaller group focusing on curatorial research projects linked to the collections and exhibitions. Project related so frequency TBD.</p>	<p>Minimum of 10 YPs in the group. Meeting frequency to be decided by the group.</p> <p>Target of 10 members.</p> <p>Target of 5 members</p>
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.

Appendix VI: Outline National Lottery Heritage Fund Activity Plan



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.

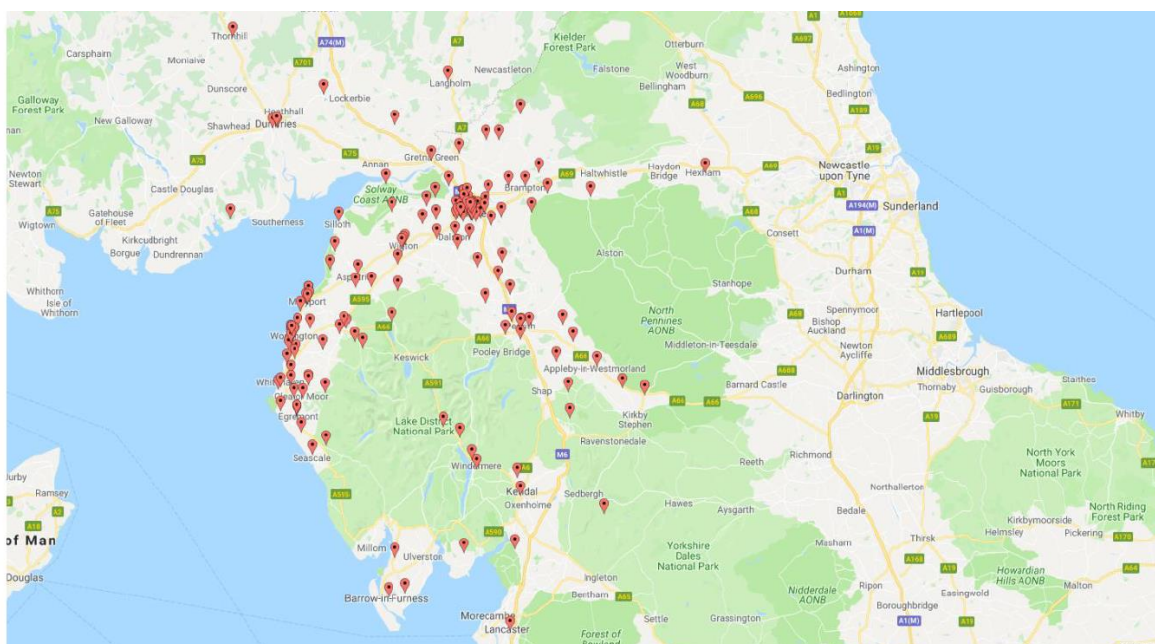
As well as delivering innovative youth engagement, Hope Streets also aims to permanently change how we work with young people, focussing on enabling young people to initiate, lead and guide projects that are meaningful for them, get involved in decision making and governance, evaluate and re-present 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 Newlaithes 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 use 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-Y%	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 hertiage; 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			

EXCERPT FROM THE MINUTES OF THE EXECUTIVE HELD ON 25 OCTOBER 2021

EX.118/21 TULLIE HOUSE BUSINESS PLAN 2021–2030 (22/23 revision)
(Key Decision KD.24/21)

Portfolio Culture, Heritage and Leisure

Relevant Scrutiny Panel Health and Wellbeing

Subject Matter

The Leader presented report CS.41/21, the purpose of which was to introduce and allow consideration of the Tullie House Museum and Art Gallery Trust 2022/23 Business Plan in order that the Council may, in due course, agree core funding for the Trust. That was in line with Section 5 of the Partnership Agreement between the Council and Tullie House Trust, which stated that the Business Plan submitted by the Trust should be used as the basis for agreeing future years funding.

Details of the background position; core grant; lease arrangements; building and collection financial implications; impact of COVID-19 and impact of the proposals put forward by Tullie House Trust were provided within the report.

The Executive was asked to give initial consideration to the Business Plan and refer that to the Health and Wellbeing Scrutiny Panel for their review and recommendations.

The Leader concluded his presentation by moving the recommendation which was seconded by the Finance, Governance and Resources Portfolio Holder.

Summary of options rejected that the Business Plan should not be referred for scrutiny

DECISION

That the Executive had given initial consideration to the Tullie House Trust Business Plan (Report CS.41/21) and referred it to the Health and Wellbeing Scrutiny Panel on 25 November 2021 for their review and recommendations.

Reasons for Decision

The recommendations allowed the report, the associated Business Plan and core funding to be approved in line with the Partnership Agreement

EXCERPT FROM THE MINUTES OF THE HEALTH AND WELLBEING SCRUTINY PANEL HELD ON 25 NOVEMBER 2021

HWSP.76/21 TULLIE HOUSE BUSINESS PLAN 2021 - 2030 (22/23 revision)

The Chair welcomed Mr Mackay, Ms Proud and Ms Smalley from Tullie House to the meeting.

The Health and Wellbeing Manager submitted report CS.44/21, the purpose of which was to introduce and allow consideration of the Tullie House Museum and Art Gallery Trust 2022/23 Business Plan in order that the Council may, in due course, agree core funding for the Trust. That was in line with Section 5 of the Partnership Agreement between the Council and Tullie House Trust, which stated that the Business Plan submitted by the Trust should be used as the basis for agreeing future years funding.

Details of the background position; core grant; lease arrangements; building and collection financial implications; impact of COVID-19 and impact of the proposals put forward by Tullie House Trust were provided within the report.

The Executive had considered the matter at its meeting on 25 October 2021 (EX.118/21 referred) and referred the report to the Panel for their review and recommendations.

Mr Mackay advised that the Business Plan as presented in the report had been predicated on the securing of £21.4M of grant funding for the capital development scheme Project Tullie, however, the application had been unsuccessful. Accordingly, the Trustees intended to develop a new Business Plan.

2022/23 was the second in a three year reduction of the grant funding received from the Council. In order to address the reduced level of monies from the Council, Tullie House Trust had taken steps to increase income and reduce costs in relation to its management fee. The restrictions placed on the facility in relation to Covid 19 had also had a negative impact, whilst restrictions were now lifted visitor number had not yet returned to the same level as they had been pre-pandemic. The facility was now only opening 6 days per week; without securing additional funding it was possible that a further reduction in opening hours would be needed. Mr Mackay stated that in order for the Trust to remain financially stable it may need to use its reserves, secure additional capital development grant funding or match funding from the Council. The Trust proposed that the revenue funding from the Council be reduced annually by £200,000 rather than the £300,000 put forward by the authority.

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

- Why was the Guildhall not open to the public

Mr Mackay advised that there were a number of structural and DDA non-compliance issues that meant that the facility could not be open to the public. The Heritage Officer had latterly undertaken a visit to the site which was an important Listed Building feature within the city; a further meeting with a group of Conservation Officers was scheduled for early in the new year, and it was hoped that solutions would be identified that would enable the Guildhall to be publicly accessible in the future.

- Was there any government funding that the Trust may access, perhaps in relation to Covid 19

Mr Mackay responded that the Trust had received some Covid 19 funding from government, however, such monies were disbursed at a sector level rather than to individual facilities. The Trust was part of the Destination strand of the Borderlands project, it was hoped some investment may be forthcoming from that involvement.

Following a question from a member of the Executive to Tullie House discussion arose as to the role of Executive members in Scrutiny meetings. Further discussion then ensued between the Panel and the Executive regarding the history of decision making in respect of the level of funding support the Council provided to Tullie House.

- What measures were Tullie House Trust taking in respect of Local Government Reorganisation (LGR) in Cumbria

Mr Mackay advised that he was having regular with Officers on the matter.

The Deputy Chief Executive added that legal contracts existed between the Tullie House Trust and the Council, as part of LGR, the appropriate legal processes would be enacted to ensure the proper transfer of the Trust to the new local authority.

RESOLVED - That the Panel had received report CS.44/21 and the proposed Business Plan