

Report to Community Overview & Scrutiny

Agenda
Item:
A.3

Meeting Date: 25th November 2014
 Portfolio: Culture, Health, Leisure and Young People
 Key Decision: Yes: Recorded in the Notice Ref:KD.22/14
 Within Policy and Budget Framework YES
 Public / Private Public

Title: TULLIE HOUSE BUSINESS PLAN
 Report of: The Deputy Chief Executive
 Report Number: SD21/14

Purpose / Summary:

This report introduces the Tullie House Museum and Art Gallery Trust's Business Plan for the period 2015- 2018.

Carlisle City Council's Executive considered the Business Plan at their meeting on the 10th November and requested that the plan be referred to the City Council's Community Overview and Scrutiny Panel.

The purpose of this report is to allow consideration of the Business Plan in order that the Council may, in due course, agree core funding for the Trust. This is in line with Section 5 of the Partnership Agreement signed at the establishment of the Trust. This states that a Business Plan submitted by the Trust to the City Council annually should be used as the basis agreeing funding.

Recommendations:

The Community Overview and Scrutiny is asked:

- (i) to consider the report and the proposed Business Plan and
- (ii) provide comment and feedback to the City Council's Executive on it's contents and proposals

Tracking

Executive:	15th December 2014
Overview and Scrutiny:	25th November 2014
Council:	6th January 2014

1. BACKGROUND

- 1.1** The Council on 14th December 2010 approved the principle of establishing a new Charitable Trust to run the Tullie House Museum and Art Gallery. Tullie House Museum and Art Gallery transferred from Carlisle City Council to an independent company on 5th May 2011.
- 1.2** The partnership agreement between Tullie House Trust and Carlisle City Council states that the core funding for future years granted from the Council to the Trust should be set following consideration of a business plan submitted annually by the end of October.
- 1.3** This report presents the Tullie House Business Plan for the period 2015/16 through to 2017/18.

2. PROPOSALS

- 2.1** The Community Overview and Scrutiny Panel are asked to review the business plan and provide feedback to Carlisle City Council's Executive on it's content.

3. CONSULTATION

- 3.1** As outlined above Carlisle City Council's Executive have already given the business plan their initial consideration and are now seeking the engagement and feedback of the Council's Community Overview and Scrutiny Panel.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1** The recommendations allow this report, the associated Business Plan, and ultimately core funding levels to be agreed in line with the Partnership agreement.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

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

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**Appendices
attached to report:**

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

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Deputy Chief Executive –

Economic Development –

Governance – The agreement between the Council and Tullie House Museum & Arts Gallery Trust requires that, as part of the grant funding process, the Trust submit a business plan for approval.

Local Environment –

Resources - The MTFP assumes provision for the core funding of the Tullie House Trust in accordance with the Partnership and Funding agreement. A reduction in core funding in 2015/16 of £250,000 has been assumed in the MTFP which is also reflected in the Trust's Business Plan. Other issues requiring clarification include the tender exercise for the provision of central services. There are proposals to further reduce the grant by £214,000 from 2016/17.

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Business Plan 2015/16 to 2017/18

1 INTRODUCTION

This, the fourth business plan to be prepared annually by the Tullie House Trust, covers the three years from 2015/16 to 2017/18. We aim, over the next 3 years, to maintain our current strong financial position and realise our ambitious strategic vision, whilst absorbing the reduction of £250k to our Core Funding from Carlisle City Council, by:

- Introducing and establishing a strong membership base and forging new relationships with other funding sources;
- Building on the strength of our collections and expertise to increase our business-generated income to cover our core costs; and
- Maintaining a culture of rigorous financial control.

The impending reduction in the City Council's grant means that we have put more focus on resources – income generation, cost management and changing the ways we do things. This needs to be achieved alongside our ambition to proceed with a major capital development plan for Tullie House, Cumbria's 20:20 Museum.

In July 2014 the Arts Council informed the Trust that the Cumbria Museums Consortium application for Major Partner Museum funding had been successful. The Arts Council requires Tullie House Trust provide an agreed Activity Plan for the Consortium for 2015-18, an Equality Plan and an Audience Development Plan by February 2015, before funding is released.

1.1 Strategic themes

The strategic themes underpinning the business plan, which provide the broad framework for the Trust's activities and actions for the next three years, were set out in detail in last year's plan and have been carried forward from this. They are:

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

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

Resources - staff development, business development and generating income.

Abbreviations

ACE – Arts Council England
CBDC- Cumbria Biological Data Centre
HAH- Herbert Atkinson House
HLF – Heritage Lottery Fund
MPM – Major Partner Museum
GEM – Group for Education in Museums
LGBT – Lesbian, Gay, Bisexual & Transgender
CMC – Cumbria Museums Consortium

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2 HIGHLIGHTS OF 2014/15

253,235 people visited Tullie House in 2013/14, exceeding our target of 242,000 by 4.64%. In the current year 2014/15 there has been a varied exhibitions and learning programme aimed at diverse audiences, with a particular focus on children and young people. The visitor target for 2014/15 is 247,500.

Mechanical Circus, displayed in a fairground atmosphere, presented a combination of the mechanical pieces of the Cabaret Mechanical Theatre and the scientific tricks, toys and spectacular experiments of the Museum Boerhaave – the Netherland’s state museum of science and medicine. This was the UK premier of this innovative exhibition. It had a total of 12,672 visitors, including 3895 school groups, and received excellent media coverage.

Richard Slee: Work & Play was a retrospective of the internationally acclaimed, Carlisle-born ceramicist. This major exhibition, and supporting publication funded through the Arts Council’s Grants for the Arts programme, was initiated by Tullie House. The exhibition is currently being marketed to tour from 2015 onwards - a first for Tullie House, and may be shown as part of the Venice Biennial in 2016.

Other 2014/15 exhibitions have included Martin Greenland’s *Second Novels* of unconventional landscape paintings; *Worn to be Wild*, a contemporary costume exhibition based on wildlife, enhanced with items from the Tullie House Natural Science collection; *War Games* from the V&A Museum of Childhood with loans from the Imperial War Museum, the Museum of London and the Nuremberg Museum; and *Anslem Kiefer*, a partnership with the Tate under the banner of their *Artists’ Rooms* programme. 2014 will also see the launch of the exciting new ideas incubator, *The Shed* – this flexible audience-led approach to programming and interpretation in the museum’s Exhibition Gallery will pilot ideas for engagement to support the *Cumbria’s 20:20 Museum* interpretation strategy. The space promotes new ways of working and opens up opportunities for staff and audience engagement to identify new exhibition potential for the future. Projects programmed include ‘Remembrance 100’; ‘One day in Cumbria’; ‘Great Art Quest’; ‘Roman Photobomb’; ‘Life, Laws and Legacies: Tudor Carlisle in Modern Perspective.’

Tullie House Museum and Art Gallery Trust led a successful bid to the Arts Council for Major Partnership Museum (MPM) funding for the Cumbria Museums Consortium (CMC) for 2015-18. The Cumbria Museums Consortium is a partnership between Tullie House Trust, the Wordsworth Trust and Lakeland Arts. The Arts Council announced the award in July. Funding of £3,135,495 (£911,000 is allocated to Tullie House) over three years will allow the three museums in the consortium to maintain and develop their successful programme of exhibitions, collections development and innovative engagement work with diverse audiences. The last encompasses the apprenticeship scheme and work with community groups, including working with people with dementia, children and young people. The award provides an opportunity to work with the other museums and the cultural sector in Cumbria, as well as develop national and international partnerships. Arts Council

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England stated that the CMC programme of work made an important contribution to their goals of 'great art and culture for everyone and to the national portfolio of major partner museums'.

Tullie House Museum and Art Gallery Trust is the Cumbria Tourism Large Visitor Attraction of the Year for 2014. The judges were impressed with Tullie House's high standards of facilities, general information, interpretation and presentation. A "mystery visitor" reported on the outstanding levels of customer service throughout their visit to Tullie House. The winner needed to be of a high standard and responsive to the needs of visitors with disabilities, as well as demonstrate strong links with the local community. All Cumbrian winners will be invited to represent the county at the national Visit England Awards ceremony in early 2015.

Tullie House was also longlisted for the Daily Telegraph Kids in Museums Awards and won awards from Carlisle Living and Golden Apple Awards during the course of the year.

Following the refurbishment of the Function Room in 2013/14, the retail area in the atrium of Tullie House has been upgraded. There has also been investment in improving the range and quality of the stock in the shop.

A new membership scheme will be launched on 1st December 2014. The Head of Fundraising is working with the Friends to ensure the membership scheme proposed is appropriate and encourages existing Friends to transfer their membership to the Trust. This scheme will be launched alongside the Corporate Membership Scheme.

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3 COLLECTIONS: Developing and making the collections more accessible and relevant to audiences

3.1 Cumbria's 20:20 Museum

Cumbria's 20:20 Museum is a transformational capital development project. To create a 21st century museum of national quality, that positions people and collections at the heart, as it delivers a dynamic and relevant contemporary cultural offer. The project will help regenerate Carlisle and be a flagship for the county. It will provide a vibrant and proactive centre for heritage and the arts in Cumbria, as well as make a major contribution to the city's cultural Quarter.

This is an ambitious project and the competition is strong for major grant funding from the Heritage Lottery Fund (HLF). If successful, the Trust will need to identify the resources to deliver the development phase of the project. A budget of £1m has been identified for the 18 month development phase. The bid will be accompanied by a Project Business Plan, which will link with this Business Plan.

The 20:20 Museum Development Project focuses on three core objectives. These are:

Accessibility

- Present collections in a manner accessible to a diverse range of demographics
- Develop a stimulating learning environment that pays particular attention to creating a sense of Cumbrian identity
- Enhance the collections' accessibility through the use of storylines and strong themes, drawing on a multitude of resources and media
- Strengthen museum infrastructure for an enhanced visitor experience

Forging stronger local ties

- Establish the Museum at the heart of Carlisle's emerging Cultural Quarter
- Develop connections with Cumbria's wildlife through the collections and the Cumbria Biodiversity database, to extend the visitor experience into the natural environment
- Engage with the community to develop and inform the museum's developments, expanding the Museum's visiting public beyond its traditional demographics

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Development and sustainability

- Exploit the full potential of the Museum's collections
- Create flexible, high-quality exhibition spaces that can be adapted to future needs
- Create a more sustainable and resilient Museum, particularly by developing the skills of staff apprentices and volunteers

An application to the Heritage Lottery Fund (HLF) will be submitted in November 2014. Their response will be known in May 2015. If successful the Development Phase would then commence immediately, starting with a public engagement and consultation programme and a full architectural competition.

3.2 Collaborations and partnerships that promote and enhance Tullie House's reputation

3.2.1 Carlisle City Council

Carlisle City Council is our key partner and the Trust is working closely with the City Council in the preparation of the development plan Cumbria's 20:20 Museum. Meetings are taking place with Council Members and Officers to discuss the development plan, planning issues and the acquisition of properties such as Herbert Atkinson House, 6-16 Castle Street and adjacent premises in Abbey Street.

Discussions are underway with the City Council on outsourcing of Tullie House's central charges, including Human Resources, ICT and Health and Safety. Payroll was outsourced in October 2014. There are opportunities in 2015/18 for the Trust and the City Council to work together on developing Carlisle's tourism offer and the Historic Quarter.

In preparing the Business Plan the Trust appreciates the continued support of Carlisle City Council. The Trust prepares regular reports for the Council's Portfolio Holder. Performance indicator information is provided by the Trust for the Council's quarterly monitoring meetings.

3.2.2 National and International partnerships

The British Museum Partnership has developed over the past five years from the Roman Frontier Gallery, through touring the Crosby Garrett helmet, to learning programmes such as Collections Conversations and Talking Objects. We are investigating opportunities to develop spotlight loans over the next three years with the support of the Cumbria Museums Consortium Collections Access posts.

The Trust is exploring a partnership with the Xuzhou museums group in Jiangsa Province of China through the Major Partner Museum (CMC) funding. This funding and the new posts will help

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establish and develop international partnerships. Income opportunities for touring exhibitions will be further investigated over the next three years.

3.2.3 Local and Regional partnerships

The Trust works with a number of local and regional partners including the University of Cumbria, University of Lancaster and the University of Newcastle. Building on the links with the Carlisle Pageant, the Trust is developing a partnership with the University of Glasgow.

There is general concern that the closure of the Hadrian's Wall Trust will have a negative effect on related visitor attractions working together. However a proposed joint major exhibition of Roman Parade Armour in 2018 with Tyne and Wear Museums will link with visitor attractions along the Wall.

The Major Partner Museum funding for 2015-18 means working across Cumbria with partners Lakeland Arts and Wordsworth Trust, Cumbria Learning Networks, Curious Minds, North West Development and the Cumbria Museums Forum. Tullie House needs to be leading by example and there is a capacity issue in delivering such an ambitious programme.

The Friends of Tullie House has been an important partner and Tullie House has been dependent on the support and generosity of this group. Recent joint initiatives include the support the Crosby Garrett Helmet exhibition and the purchase of a geologically important Spar Box.

The Cumbria Biodiversity Data Centre (CBDC) which is part of Tullie House Trust relies on a number of strategic and financial partnerships. CBDC would not be able to function without the support of the County and District Councils, the Environment Agency, Natural England and a range of other ecology-based organisations.

3.2.4 Major Partner Museum

The Cumbria Museums Consortium has been offered £1,045,165 each year for 2015/16 to 2017/18 for the proposed programme as set out in the bid. Tullie House Trust is the lead organisation for this ambitious programme. The Arts Council have indicated that they are impressed with the work of the Consortium and with the new bid and expect Tullie House Trust to take a strong leadership role, not only within Cumbria but also nationally. The Apprenticeship scheme, for example, has received regional recognition and we will develop it over the next three years.

There is an emphasis in the new programme on Excellence, Audiences and Children and Young People, supported by Resilience and Leadership. The CMC Project Manager will work closely with the MPM partners, Lakeland Arts and Wordsworth Trust. The new programme includes:

- Highlight loans to Cumbrian museums
- International touring to China
- Intergenerational community programmes

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- A national conference on rural leadership
- Continuing the Apprenticeship programme
- Treasures of Cumbria initiative.

The Trust will need to ensure that it has the capacity to deliver the Major Partner Programme, in addition to the Development Plan if the Heritage Lottery application for Cumbria's 20:20 Museum is successful.

Acquisitions

The Acquisitions and Disposal Policy (Collections Development Policy) will be revised and presented to the Trust Board in 2015. A dedicated Acquisitions Budget of £25k has been established for Collections within Reserves for new acquisitions.

Designation

It is intended to submit an application in 2015 to the Arts Council for Designation. A designated collection is "a pre-eminent collection of national or international importance". The Trust's bid will be focussed on the natural sciences collections. Preparatory discussions are being held with the Arts Council and staff at Tullie House regarding the bid.

Taken as a whole the Lakeland Natural Science Collections at Tullie House Museum is a unique and invaluable resource for environmental studies of a particularly significant area of England in terms of its natural heritage. Our very strong regional focus, high quality data and continuity of collecting across the broad spectrum of natural science disciplines is unsurpassed in UK museums and this, coupled with the pre-eminence of Cumbria for biodiversity, makes the collections of national significance.

There are currently 140 designated collections held by organisations across England. The benefits of Tullie House Trust receiving Designated Status for the natural sciences collections would be:

- Enhanced ability to raise funds to support collections
- Added profile-raising at national level through promotional material and press coverage
- A focus for advocacy and awareness raising.

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4 AUDIENCES: Using the collections to extend our reach by developing new and existing audiences

4.1 A visitor survey carried by Morris Hargreaves MacIntyre in 2013 found that 32% of our visitors were local and from Carlisle, 21% from Cumbria and the border counties, 40% from the UK outside the North West and 7% from overseas. 64% of visits were made by visitors who had been to Tullie House in the past and the majority had visited within the last 12 months. 48% of visits were made by visitors aged 55+ and 20% of visits were made by visitors under the age of 16. 26% of visits were made by visitors in family groups.

The Tullie House website was the single most commonly cited way of finding out about Tullie House (14%), followed by recommendations by a friend and posters, boards and banners outside the building (11%). 16% of visitors from wider Cumbria and the border counties mentioned having seen or heard Tullie House on TV or radio. What's On guides were seen by 9% of visitors. 98% of visitors found the overall experience excellent or good and 96% rated the visit good value for money.

The Trust is preparing an Audience Development Plan for 2015-18, as part of the Major Partner Museum Programme. This Plan will also be a part of the bid to be submitted to the Heritage Lottery Fund for the Cumbria's 20:20 Museum project. Visitor surveys, feedback and evaluation will need to be continued over the next three years. The Audience Development Plan will help the Trust understand its audiences in a "segmented" way and plan for different audiences in different ways. It involves programming, marketing, communications, education and environment.

Our research indicates that the current main audiences at Tullie House are:

- **Families** with children (learning or fun) – structured activities, child friendly facilities, quick win entertainment, information and value. Research showed that last year 52% of visits to Tullie House were made by families with children.
- **Local People** (regular users) – These are usually Tullie Card holders. This group requires a changing and varied programme of exhibitions, events and free exhibitions.
- **Over 60's** – this group want informative events and activities in the galleries, good facilities in the restaurant and galleries as well as easy access and a friendly welcome.

An individual visitor may span the different audience segmentations depending on the group they are visiting with and why they are visiting. In addition to these main audience types Virtual Visitors and schools/educational establishments are also a key target audience

Our marketing and promotion is linked to a drive time of 1.5 hours. This includes Newcastle to the East, Lancaster to the South, all of Cumbria and the Border region of Scotland.

Due to the proposed reduction in the grant from Carlisle City Council from April 2015 there will be a reduction of £15,000 in the Marketing budget, which will impact on advertising in the media coverage, the What's On Guide.

4.2. Market research and evaluation

Ongoing market research and evaluation informs the planning of activities. The Arts Council MPM funding provides the opportunity for regular visitor market research across the CMC. Questions are asked to find out who our visitors are and how they behave. This includes their profile, what motivated them to visit (advertising, social media, website etc), what they specifically came to see, how much they enjoyed their visit and if they would recommend Tullie House to their friends and family. The data obtained enables the Marketing Team to target specific audiences and use appropriate promotion. Other forms of secondary research are carried out, for example: short in house surveys, online and Standpoint (an in-house visitor survey point).

Evaluation is carried out of specific exhibitions, events and projects. For example an evaluation of the award winning Roman Frontier Gallery was commissioned to assess the impact of the exhibition, the collections and interpretation via visitor feedback, focus groups and surveys. This information informs future gallery developments and exhibitions. Evaluation of the Crosby Garrett Helmet exhibition identified how the “spotlight” exhibition model was so successful for Tullie House. We are therefore exploring ways of repeating this model at Tullie House and within the Cumbria Museums Consortium activity programme.

4.3. The temporary exhibition programme

We aim to provide a balanced programme of exhibitions to attract our key target audiences. While the programme reflects the Tullie House collections (art, archaeology, social history and natural sciences) and their connecting themes, as well as the Trust’s aims and objectives, it is designed to appeal to culturally-diverse audiences and maximise accessibility. It is often difficult to balance audiences with content, particularly when exhibition funding is hard to source. The Trust attaches importance to maintaining high standards of exhibition.

The Trust continues to develop an ambitious exhibitions programme. Three key seasons for our visitor groups have been identified; Feb-June (Educational with links to the National Curriculum), July- Sept (Family Friendly), Oct – Jan (Academic & Contemporary). We have diversified from a mainly contemporary art programme to engage new audiences targeting key hard-to-reach groups.

Exhibition programming will continue to build national and international partnerships, focus on income generation through admissions and retail, and strengthen links with our formal learning programme and the National Curriculum. Spotlight loans will further enhance the offer, either as stand alone displays or contributing to programmed temporary exhibitions.

In 2015/16 the museum will stage *Treasures of Cumbria: A History of Carlisle in 10 Objects*, a historical and interactive exhibition based around objects within or related to the Tullie House collections. This summer exhibition will chart important developments which have shaped Carlisle as we see it today. It will be a cross departmental collaboration fusing academic knowledge with

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contemporary opinion and interaction. Tullie House will then show a retrospective of the work of Carlisle based artist and Illustrator *Paul Leith*.

In 2016/17 Tullie House looks forward to working for the first time with Seven Stories, the National Centre for Children's Books, on the touring exhibition *A Viking's Guide to Deadly Dragons with Cressida Cowell*. Other exhibitions will be *Carlisle at War*, a major Tullie House curated exhibition and *Percy Kelly*, a major exhibition of the work by this high profile local artist.

The temporary exhibition programme is under pressure, especially as a reduction of £5k has been identified within what was already a very tight annual budget. There is an ambitious programme of exhibitions in place although the present Tullie House exhibitions budget is only £23,485. The annual exhibitions budget for a local similar sized venue is over £100,000.

Wherever possible, external funding is sought for specific exhibitions. Work on the fundraising for exhibitions is a key area supported by the Head of Fundraising. The Arts Council's Grants for the Arts (G4A) Programme has previously been the main financial supporter of the temporary exhibitions programme providing funds of approximately £50k p.a. in recent years. However, G4A funding is only available for contemporary art, so the more the Trust mounts exhibitions to reach Tullie House's target audiences, the less support we will receive from this fund.

Further details of the proposed exhibition programme for the three years to 2016/17 is attached in Appendix B.

4.4 The learning programme

Formal and Informal Learning at Tullie have been supported by the Arts Council Major Partner funding from 2012 – 2015. Formal education visits (self-guided, mediated workshops and outreach sessions with primary and secondary pupils) have increased from 8308 in the academic year 2012-2013 to 9679 for 2013-2014. For the third year in a row we were long-listed for the Kids In Museums Family Friendly Award. Over the past year we facilitated over 430 Arts Awards; projects included a Mechanical Circus themed project with NACRO, a crime reduction charity, where 10 young people achieved their Bronze Arts Award qualification. During the next round of funding we will continue to develop on the learning work already in place and expand into new areas:

- Primary Schools – our Primary programme has not been in receipt of additional funding for a number of years, yet despite this continues to increase its numbers year on year and constitutes the vast majority of our formal education figures. We have also greatly increased our Arts Award participation figures: by September 2014 almost 500 primary school pupils will have achieved the Discover Arts Award. We will invest ACE funds into enhancing our offer by working with schools on bespoke projects focussing on outreach and self-guided visits, helping schools to achieve Arts Mark status and Arts Awards for their pupils
- Secondary Schools – by March 2015 a new website will have been developed that gives secondary pupils access to our collection. We will continue to add content to this website

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and advertise it to schools as a research tool to use in lessons, as well as develop outreach sessions themed around this resource.

- Family Friendly – we will continue to develop an outstanding provision for families, and will strive to be shortlisted for the Kids in Museum Award. Along with our partner CMC museums we will develop a Family Friendly Club, working on increasing ways that families engage with us digitally.
- Young People – Yak Yak group has developed a digital map that guides visitors to the city from the train station to the cultural quarter. The map features a free downloadable Tullie House app, which will allow the user access to videos about what there is to see at each point of interest, and some lesser known, unusual facts. Throughout the process the Yak Yaks have worked with professional drama facilitators, script writers and film makers to develop their skills and learn new techniques. This year, subject to funding, we will be running a long-term, in depth youth engagement programme as part of the Artist Rooms exhibition. We plan to set up a group of 10 young people, with the help of a student recruited from the University of Cumbria. The group will immerse themselves in the world of contemporary art and Anselm Kiefer, visiting the exhibition at the Royal Academy in London, producing creative responses to his work and creating exhibition tours for young people. We intend this group to retain their links with the museum and become young ambassadors for Tullie. If this style of engagement is a success we hope to continue our involvement with Artist Rooms by applying for a future exhibition and running another in depth engagement project with their target age group of 14 – 25 year olds.
- Adult Learning – a recent pilot for this programme demonstrated a clear demand for this type of in depth engagement with our collection for adults, and also that certain times of the year attract greater numbers than others. We will continue our Thursday Talks and Saturday Sessions strands from September – June every year ensuring that they increase their profitability year on year.

4.5 Digital technology

The Arts Council Major Partner Funding gives us the opportunity to work across Cumbria to deliver the innovative *Treasures of Cumbria* project over the next three years.

It is critical for the efficient running of Tullie House and to support Cumbria's 20:20 Museum, that there is investment in digital technology in the next three years. Further investment will need to be made in the website and the development of social media networking. In order to provide an efficient sales and marketing service to our customers, we need to invest in a new Customer Relationship Management (CRM) system.

Tullie House's innovative use of gaming in secondary education has been featured in the Museums Journal and by GEM. We will continue this digital engagement with Secondary Schools by developing our collections access website. The site will allow pupils to research our collection via high quality images and specially designed labels that will cater for a range of abilities. Using Arts Council funding

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we will continue to add content to this site and develop outreach and in house self-guided sessions based around it.

4.6 Community engagement

Arts Council Major Grant funding has allowed us to work with a range of hard to reach audiences, including the LGBT community, and with a variety of community partners such as Prism Arts and OutREACH Cumbria. We have also developed collections based initiatives that aim to create a stronger connection between our visitors and the collection, including Object of the Month where visitors can vote on which object they would like to see showcased, and Alternative Labels where they can share their thoughts on objects in the galleries and have them displayed alongside our curatorial labels.

With the next round of ACE funding we will continue to develop our relationship with Prism who we see as a key strategic partner in our community engagement work. Each year we will develop one opportunity enabling diverse artists and participants opportunities to respond to and promote Tullie collections and exhibitions through a competitive commission and selection opportunity targeted at outsider / diverse artists, and identifying a piece within our collection or temporary exhibition programme. In 2015 we are commissioning Prism Arts to develop a high quality installation based response to the Artist Rooms exhibition, working with young disabled people exploring memory and identity. We will also revisit the dementia research project and explore how we can develop a sustainable partnership in this area of work. Lastly, we will hold a seminar (2016 TBC) potentially focussing on creativity and older people, building on the success of our Outside In conference in 2012.

OutREACH Cumbria recently submitted a successful HLF bid to work with Tullie House to create a collection, archive, exhibition and teaching materials that will generate a legacy for the future of Cumbria's LGBT community. This project will run from September 2014 – September 2016 and will be a key focus of our community engagement work.

We will also develop our fledgling partnership with the Cumberland Infirmary. Working with consultants and staff at the Infirmary, we will explore ways to give patients recovering in hospital access to our collection working with them on an evidence based programme that will demonstrate the impact environment can have on recovery.

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4.7 The volunteer programme

Following the appointment of a part-time volunteer co-ordinator, our volunteer programme has evolved in terms of both scope and size. A volunteer policy has been implemented to support our commitment to the programme and to enable all stakeholders to understand the vision behind it. We currently have 41 volunteers registered for roles such as supporting events and activities, visitor surveys, collections and gardening. There is a page dedicated to volunteers on the Tullie House website advertising the programme with role specifications and application details.

A future volunteer initiative will be the Visitor Friend which will see volunteers support the work of our Front of House team in the atrium. They will act as ambassadors providing assistance and information to visitors who request it, assisting visitors in the queues at reception by answering questions and helping with the admission process, and promoting Tullie House, its activities and events in the City centre. We will also be involving volunteers in focus groups and special events. There will need to be further assessment of volunteer opportunities going forward and the potential to develop enhanced volunteering programmes across all sections of the museum.

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5 RESOURCES: Organisation development, income generation and premises

5.1 Business efficiencies

In 2015/16 the City Council will be reducing its grant to the Trust by £250,000. In response to the reduction the Trust is:

- Working with all staff to identify business efficiencies
- Reviewing all budgets and reducing spend by £40k
- Investigating outsourcing of central services, with a view to making a saving of £10k
- As a last resort carrying out a reorganisation, which is likely to result in staff redundancies. The organisation cannot absorb the reduction without the need to realign the business needs of the Trust and this will require a fundamental appraisal of how we operate.

The Head of Fundraising has been appointed to support income generation for the Trust and is working in tandem with making the business efficiencies. Savings need to be made at a time when we are submitting a major capital application Cumbria's 20:20 Museum, as well as launching into a new three year Arts Council Major Partner Museum programme. It will have a major impact on the running of the organisation. Implications include:

- Potential redundancies and loss of staff will have a serious impact on the expertise and knowledge available for the day to day running of a successful museum service
- Loss of key staff will impact on our ability to manage a major capital bid
- Reduction in resources and staffing will impact on our capacity to initiate new projects
- Implementing savings will effect staff morale

There inevitably will be an impact on the services the Trust is delivering.

5.1.1. Developing the Organisation

The Trust must remain ambitious and resilient at a time of change. Culture Change, a training and development programme has been introduced, which includes a training/coaching/mentoring programme in 2014/15 and beyond. It is a programme that will involve all staff and Trustees at Tullie House Trust. The Trust is committed to continuing to invest in the staff.

A staff reorganisation in April 2012 involved significant changes to staff roles and responsibilities. City Council's grant reductions in 2015/16 of £250k means there needs to be a further restructure of the organisation. This restructure will encourage new ways of working across the organisation, with the aim of developing an organisational culture that is more responsive and entrepreneurial. Staff at all levels have been involved in putting forward ideas for new ways of working, income generation and business efficiencies. During 2015/18 the Trust will review pay and reward policies which were inherited from the local authority.

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In 2015/16 the Trust will be recruiting CMC posts to deliver the new MPM activity programme for the next three years. The new posts are focussed on learning and collections development, but there will also be a new Commercial Development post to support income generation opportunities.

Dependent on the announcement of the HLF funding in May 2015, it is proposed to create a number of posts to support the Cumbria's 20:20 Museum project. These 20:20 posts will include a project manager.

The Culture Change staff development programme will continue into 2015/16. At present two staff are working towards the Association of Accounting Technicians qualification and three towards becoming Associates of the Museum Association. A member of the CBDC team is working towards a degree at Manchester University on data recording. Two members of staff are receiving training on coaching. This is a collaborative coaching programme initiated through a partnership with the City Council, County Council and the University. Front of house staff are receiving training in customer services.

The Trust recognises the importance of good internal communications and is always seeking to improve. Staff briefings are held monthly and are an important means of team building and communication. An Intranet has now been set up and will assist with improving internal communications. Personal Development Plans and an Appraisal programme have been established for all staff.

5.2 Premises

5.2.2 Herbert Atkinson House and adjacent properties

The Trust has reached agreement with Carlisle City Council to occupy Herbert Atkinson House (HAH) which is adjacent to the main museum premises and critical to our plans for developing Tullie House. In last year's business plan we identified two projects to be incorporated into HAH:

- a natural history resource centre and
- a centre for the Cumbrian Museums Consortium

These will be implemented in 2014/15. The natural history resource centre will integrate the natural history resources of Tullie House with those of the Cumbria Natural History Society and the Cumbria Biodiversity Centre (CBDC), making them more accessible to a wider audience. The gardens of Herbert Atkinson House will become an 'outdoor classroom' for educational workshops. The CMC team will be based in Herbert Atkinson House.

The Trust will lease the building from Carlisle City Council on a peppercorn basis aligned with the 30 year header lease that corresponds to the existing Tullie House buildings. While we await the drafting of the lease a temporary licence has been agreed allowing the Trust to occupy the premises.

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Financial provision of has been identified by the Trust for preparing the building ready for occupation, and £30k for the annual running cost.

The longer term plan, subject to planning consents is for a new purpose-built accessible collections resource centre connected to the existing museum, which would be built on the land around and adjacent to Herbert Atkinson House. This is part of the Cumbria's 20:20 Museum project. The Trust is considering acquiring a property adjacent to Herbert Atkinson House.

5.2.3 Shaddon Mill

The lease for Shaddon Mill, the main store for the museum's reserve archaeology and social history collections, ends in October 2016 and we are therefore currently working on an exit strategy. The initial phase of this strategy will be an audit on the reserve store contents to establish the exact requirements for both short term interim storage and our long-term aim to create an on-site integrated accessible resource in the grounds of Herbert Atkinson House.

5.2.4 The main Tullie House premises

5.2.4.1 Maintenance

As a result of the overall grant reduction from the City Council there will be a reduction in the budget for internal maintenance. This will inevitably impact on the standards of maintenance.

5.2.4.2 Art gallery

As referenced in last year's business plan the Panelock 400 display system, a series of moveable and flexible panels used in the Art Gallery for temporary displays, is now beyond its useable life and must be replaced. This implementation will take place in June 2015. The initial budget cost £55,000 has been amended to reflect certain bespoke additions and inflation costs to £67,000.

5.2.4.3 Learning spaces

School class sizes are getting bigger and the Activity Room is becoming unfit for purpose. The education corridor is damp and there is plasterwork falling off the walls and ceiling. This is reducing our ability to adequately serve the needs of children / teachers / schools across Cumbria and impacting on our ability to generate income. We will need to reinvest in the education facilities prior to the major redevelopment.

5.3 Income generation opportunities

There are a number of fundraising and income generating opportunities open to Tullie House. The following restricted and unrestricted funding sources will be focused on as key priorities for income generation during the 2015/18 business plan period.

Business Plan 2015/16 to 2017/18

Fundraising

- Grants
- Corporate membership and sponsorship
- Individual membership
- Legacy giving
- Online donations
- Events

Income generation

- Admission charges
- Contract income
- Trading income
 - Catering
 - Retail

5.3.1 Grants

Confirmed grants and funding bids include:

ACE Major Partner Museum Funding was confirmed on the 1st July for the Cumbria Museums Consortium Project, the total grant awarded is £3.1m of which Tullie House directly benefits from £911. This grant award covers April 2015 – March 2018 and will fund a number of staff posts and activities during this period.

Heritage Lottery Fund has funded a partnership application between the Tullie House and OutREACH Cumbria for £47,000. Tullie House will benefit from developing collections, joint marketing and volunteering opportunities on this project.

DCMS/Wolfson an application has been submitted to DCMS/Wolfson to update the current Vikings exhibition. The application is for £51,450 and if successful would relate to expenditure between April 2015 and March 2016.

Heritage Lottery Fund Stage 1 submission for the 20:20 Capital Programme is being prepared. The application is likely to be for approximately £1million and will cover the development phase of the 20:20 programme from April 2015 – December 2016.

Art Fund Treasure Plus an application for Carlisle's Top Ten Objects exhibition has been submitted at the end of October 2014 for £9750. If successful the grant would fund expenditure during 2015.

Big Lottery Fund applications will be developed in line with Big Lottery Fund's current priorities with particular emphasis on public engagement and learning as well as capital refurbishment grants.

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Grant-making trusts will also be approached during 2015/16 to provide the matched funding required on the 20:20 project.

5.3.2 Corporate membership and sponsorship

Tullie House is launching a Corporate Membership Programme in December 2014. There will be 3 membership rates: £500, £1000 and £2500 as the top rate. The corporate membership programme includes a range of benefits such as:

- Behind the scenes tours
- Business networking events
- Branding/marketing opportunities

All corporate members will have the opportunity to participate in additional corporate sponsorship opportunities such as:

- Exhibition and gallery sponsorship
- Learning and engagement sponsorship
- Collections conservation and acquisition

The launch of a corporate membership scheme is an important opportunity to engage new businesses with the work of the Trust. It will generate opportunities for unrestricted and restricted income.

5.3.3 Individual membership

Tullie House will also be launching an Individual Membership Scheme in December 2014. Membership benefits include:

- 12 months free entry to Tullie House Museum and Art Gallery including all exhibitions
- Invitations to exclusive members only lectures and exhibition previews
- 2 guest passes for friends to join you at members behind the scenes events
- Priority advance booking of lectures/curator talks
- Priority notification of the latest 'What's On' guide to events
- 10% discount on shop purchases

Membership prices are:

- Individual: £25 annually
- Individual concession (students/senior citizens/armed forces/unwaged): £20 annually
- Joint (any two adults): £40 annually

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Children under 18 will continue to have free access to Tullie House, therefore no family membership rate is required. The cost of running the Tullie Card scheme continues to increase and needs to be assessed in light of the £250,000 cut in grant income from Carlisle City Council. The Trust wishes to review the Tullie Card in consultation with the City Council.

5.3.4 Legacy giving

Legacy giving will be promoted throughout the business plan period. Legacy giving promotional material will be produced commencing with a new legacy leaflet and updated website information informing potential donors how to leave a legacy to Tullie House. Legacy giving is a long term funding strategy for Tullie House.

5.3.5 Online donations

Lower level donations will also be encouraged via cash donation boxes within the museum and online donations. Tullie House will be listed on Just Giving and a range of projects promoted to the general public via the Just Giving website and Tullie House's own website. Online donations are an ideal way of supporting some of the smaller projects across all museum departments which require £500 - £5000 income.

5.3.6 Events

Fundraising events will also be investigated as a potential new income source e.g. fundraising dinners, coffee mornings etc. Community fundraising will take place with local charities and community organisations; however it is not regarded as a priority income source during the business plan period.

5.3.7 Admission charges

To align our admissions charges with other regional museums and visitor attractions admission prices from mid January 2015 for a day visit will be:

- Adult: £7 general museum admission + £3 exhibition charge = £10 if paid for separately or £9 reduced price for full access if purchased at the same time
- Concession: £5 general admission + £3 exhibition charge = £8 price if paid for separately or £7 if purchased at the same time
- Children are free.

This price point is comparable with other local and regional museums and will also help promote the new individual membership scheme. Admission income will be closely monitored during the business plan period and further price increases may be required. In addition promotional discounts such as 2 for 1 offers or 25% off will be used during low visitor number periods to maintain visitor income and footfall throughout these periods.

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5.3.8 Contract income

The Head of Fundraising is working closely with the Programming and Curatorial Teams to identify new income generating opportunities via contract delivery, research, training, archive and cataloguing fees and image licences. This would be a new income source for Tullie House and could lead to further partnership opportunities with central government departments, the private sector, universities and research organisations.

5.3.9 Trading income

Commercial trading income currently represents around 14% of the Trust's total income of £1.4m and we remain focused on growing this income as an important way of increasing the Trust's generated funds. As part of this income strategy we will be recruiting for a new Commercial Development position in Q1 2015/16, funded by CMC. This role will be collections oriented with a commercial focus, working across all departments identifying and developing opportunities to generate trading revenue for Tullie. There is a need for greater exploitation of the potential that our significant assets present to ensure the long term sustainability of the Trust.

5.3.9.1 Catering

The catering at Tullie House is contracted out to a third party company (Elior) whose three year contract expires 31st March 2016. Under this agreement the Trust will receive a minimum of £64,234 in 2015/16.

Increased competition and changing trends means the markets for special events and corporate functions remains tough. We are currently reviewing our strategies in both these areas and continue to work hard to provide a high quality flexible offering with innovative marketing to attract bookings.

5.3.9.2 Retail

Shop retail income has experienced little growth over the last 3 years and has marginally underperformed in the first half of 2014/15. During Q3 2014/15 the Tullie House shop has been redeveloped to create a more exciting and enticing retail space. In conjunction with this the shop stock has been reviewed resulting in a number of new lines being introduced increasing relevance to the collections and allowing for higher margin products unique to Tullie House. Implementing these changes should drive sales revenue higher ensuring we attain budget this year and grow revenue in the coming years. This is reflected in shop budgets with a 15% uplift anticipated. We are continuing to explore synergies with our CMC partner museums for product offerings.

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6 BUDGET COMMENTARY

There are several challenges facing Tullie House that impact directly on the budget setting process for this three year period, including the Carlisle City Council’s grant reduction.

We have appointed a Head of Fundraising during 2014. It is unrealistic, however, to forecast that we will be able to attract unrestricted external funding that we can match against core expenditure, as donors are usually willing to donate only to specific projects paid for from restricted funds. In addition to our central costs we will always need to provide a certain level of core funding to the exhibitions programme, in order to match any funding we may be offered. Grants and funding for new areas of work, such as improvements to our current collections or new learning programmes will be focused on those programmes and matched by expenditure therein. We must focus on our unrestricted sources of funding - namely admissions income, the membership scheme and, crucially, commercial income generated by our Trading Company - to supplement our funding from Carlisle City Council to cover our core salary and administrative costs.

6.1 Income

Core funding

The core funding from Carlisle City Council will reduce by £250,000 from 2015/16. There are indications that there may be further reductions in our grant, which would impact from year 2 of this business plan (2016/17). We appreciate the intense pressure that CCC is facing in its own budgets; however a further reduction in the grant would begin to have a negative effect on Cumbria’s 20:20 Museum project and the Trust’s bid for HLF funding.

Currently the core funding from CCC is scheduled to be as follows (before any CPI and salary inflation adjustments on specific items):

Year 1	Year 2	Year 3
2015/16	2016/17	2017/18
£982,000	£982,000	£982,000

If there is a further reduction in the grant from the City Council for years 2 and 3, our plans will need to change radically. The current levels of operation will be unsustainable and future growth to develop our income generation will also be severely affected.

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Restricted income

Grants

In last year's Business Plan, following on from the planned appointment of a Fundraising Officer in 2014, we forecast an increase in fundraising income as follows:

2014/15	£73K
2015/16	£111K
2016/17	£144K

These figures were included in the budget which did not distinguish between restricted and unrestricted income. In this year's budget some of this has been included as fundraising under the appropriate income streams under the "Core business income" heading in Appendix C. However, in the "Restricted income" section at Appendix C we have only included in the proposed budget in this Business Plan the funding that we have already identified against specific events or programmes. This is in recognition of the fact, as discussed above, that we are unlikely to attract any such funds to cover our core costs, and so such amounts should be identified separately. Inevitably this means that there is a limited amount of this increase in funding that can be set against out core expenditure.

Grant Body	Programme	Amount (£k)	Status
ACE (MPM)	3-year ACE approved Programme: Tullie House Element Consortium Element	911 490	Approved
DCMS/Wolfson	15/16 Update of current Viking exhibition	51.5	Submitted
Art Fund Treasure Plus	Carlisle Top 10 Objects exhibition	9.75	Submitted

The grant awarded to CMC by the Arts Council's MPM fund is £3.1m of which Tullie House directly benefits from £911k. This grant for the period of April 2015 to March 2018 will fund a number of staff posts and activities (see 3.2.4). This is unrestricted funding from the Arts Council, although the Trust Board has decided to treat it as restricted, as it is dependent on a programme of work as submitted in the original bid and Cumbria Museums Consortium's Activity Plan.

In addition to the Tullie House element there is a Cross Museum Consortium work strand, which is managed by Tullie House as the lead member of the Consortium. This amounts to £490k over the 3 years. As we directly manage this element it is included in the budget figures, giving a total grant income of £1.4 million over the 3 year period.

We have submitted grant applications to DCMS/Wolfson and Art Fund Treasure Plus. The G4A grants, which the Museum has relied on heavily in the past, focus on contemporary art. We are now trying to broaden the appeal of our exhibitions to a wider group of audiences. Therefore G4A grants

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are less likely in the future to be a regular source of funding and we have therefore not taken them into consideration when compiling the budget.

However the DCMS/Wolfson and Art Fund Treasure Plus bids have been included in the proposed budget at Appendix C, under the Restricted Income section, together with the ACE (MPM) funding.

The Head of Fundraising will be working with the Programming Manager (Exhibitions) to identify new areas of funding and ensure that these figures are realistic before the budget is finalised.

6.2 Unrestricted income

Membership scheme

Targets for the Membership Scheme are:

(Number of members)	Individual Membership	Corporate Membership
Year 1 (2015/16)	350	8
Year 2 (2016/17)	500	10
Year 3 (2017/18)	600	12

Within these two types of membership, there are different levels (e.g. concessions, couples or individuals). With a lack of any historical data to identify trends, we have had to make broad assumptions about the level of income that will be generated.

Admissions

A new pricing structure is being introduced from early 2015. There will no longer be an annual re-admittance policy, and there will be a separate charge to view the temporary exhibitions only. These factors, and the introduction of a new membership scheme, lead to uncertainty in forecasting levels of basic admissions income. An ambitious target of £300k p.a. for admissions income has been set with an aim of achieving this within five years. The target for 2014/15 was £63k. We are setting increasing targets over the three-year period covered by the plan: £150k in year 1, with £200k and £250 in the years 2 and 3 respectively. If we do not achieve this high level of admissions income, the Museum will struggle to cover its core costs, given the reduction in City Council funding. The Trust intends to review the Tullie Card scheme in consultation with the City Council.

Expenditure

The focus has been, in the run up to producing this plan, on identifying areas to make the savings necessary due to the cut in funding by CCC. Initial efforts have been to reduce non-salary costs.

Central services

The Trust is currently in the process of tendering the IT, payroll and HR components of the central services currently provided by the City Council. Payroll services tendering has been completed and

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will be implemented by the end of Q3 2014/15 and HR and IT will be implemented during early 2015/16. We are currently awaiting IT strategy proposals from CCC, before we can move forward on this. The central services building maintenance provisions currently represent good value for the Trust and will not be tendered until 2015/16.

The previous plan showed an assumption of a gross saving of £20k p.a. from 2015/16.

Under the terms of our agreement with the Council the savings are split equally between the Trust and the Council, which reduces the net saving to the Trust by 50%. Therefore the budget assumes a cost saving of £10k p.a. from 2015/16. We would like to explore with the Council whether the Council's share of this saving could be applied to reducing the cut in its grant by £10k, to £240k. There are unlikely to be savings in 2014/15 from the payroll contract, as whilst on paper there is a saving, part of the current payroll costs include an element of HR – mainly in the recruitment role – that we would continue to utilise. In 2015/16 we plan to realise savings from the HR and Health & Safety contracts of approximately £6k. At present we are not able to quantify any savings were we to source our IT support externally.

Revenue budget cuts

Staff throughout the organisation have been working to identify areas where costs might be reduced. Savings of £4k have been made by improved procurement and by different ways of negotiating contracts. The following budget reductions have been identified:

- A reduction of £15k has been identified in the Marketing budget. This will reduce the budget from £63k to £48k. We continue to recognise that effective marketing is key to successfully increasing our income streams, but the Marketing Manager will need to refocus the marketing resource.
- The Equipment Purchase and Maintenance budgets are to be reduced by £10k. Achieving this saving will be challenging, as we have recently taken responsibility for the maintenance of Herbert Atkinson House and its associated running costs.

In last year's business plan there were £50k savings included in the budget relating to the use of technology to generate cost savings. Work on this has been deferred until we have clarity on the funding of the 20:20 project, on the basis that it would be premature to introduce new technologies that may not be forward-compatible. We have therefore excluded technology savings from this Business Plan, which has contributed significantly to the increased deficit in the proposed budget.

Salaries

Inevitably we have had to address all budgets to find the necessary level of saving. Any staff savings will be a last resort. We are looking at all feasible ways of increasing efficiencies and reducing costs including staff costs.

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LIST OF APPENDICES

Appendix A – Extract from the Partnership Funding Agreement & Carlisle City Council Performance Monitoring

Appendix B- Exhibitions and Events Programme

Appendix C - Tullie House Museum and Art Gallery Trust - Proposed budget 2015/16 to 2017/18

Appendix D– Unrestricted Reserves, capital expenditure and cash

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Appendix A - Extract from the Partnership Funding Agreement & Carlisle City Council Performance Monitoring

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

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

6. CONTENT OF BUSINESS PLANS

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

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- 6.5.6. the Core Funding which MT assesses it requires to be provided by Carlisle for each of the next three financial years with an explanation of the expenditure of MT for which the Core Funding is required;
- 6.5.7. the key performance indicators and other relevant targets against which MT will report in accordance with clause 9; and
- 6.5.8. such other information as Carlisle may reasonably require from time to time (which will be specified with reasonable advance notice).

Carlisle City Council Performance Monitoring

Customer

- 1) All in-person visits to TH (target 242k)
- 2) Visitors to all galleries
- 3) Proportion of 3) who are from 'Out of City' (non TH card holders)
- 4) No. visits to website
- 5) No. children visits (outreach and school pupils)
- 6) No of people taking part in learning activities broken down by subcategories of:

Visitors to Galleries

Curatorial Enquiries

Loans Boxes

Guildhall visitors

Website Users

Community and Schools outreach

Under 5's Education sessions

Internal Workshops and Events

Pupil Count

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

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

Finance and Economic Benefits

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

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

Organisational development

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

Risk register to be reported by major exception.

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Appendix B-Exhibition and Events Programme

Temporary Exhibitions		
<p>28 June – 12 Oct 2014</p>	<p>Worn to Be Wild</p>	<p>A touring exhibition of 17 theatrical costumes, with headdresses and accessories, designed and created by Kate Plumtree, costume maker and textile artist. The collection is inspired by British wild birds and mammals, combined with the evolution of period dress from medieval to the present, each costume representing an individual species and a specific era of fashion.</p> <p>Taxidermy from Tullie House’s Natural Science collection is displayed alongside the costume and a curators cut produced to provide further information on the animals and their natural habitat.</p>
<p>2014-2015</p>	<p>THE Shed (Ideas Incubator)</p>	<p>2014 will see the launch of THE Shed, an exciting new ideas incubator which will be a flexible space within the Special Exhibitions Gallery. With an audience led approach, ideas will be piloted for engagement to support the Cumbria 20:20 Museum interpretation strategy.</p>
<p>4 October 2014 - 11 January 2015</p>	<p>War Games</p>	<p>A touring exhibition from the V&A Museum of Childhood. The exhibition explores the relationship which exists between war and conflict and children’s toys and play.</p> <p>Using objects from the prestigious V&A Museum of Childhood collection, together with loans from other major national and international institutions, this exhibition will illustrate the diverse ways that play and toys recreate and represent warfare. The dramatic, but lesser-known, impact and influences that war has had on children’s play will be revealed, as will the vital role that Britain’s toy manufacturers played in the war effort. The exhibition will also delve into the ‘secret history’ of toys used as tools of war and espionage.</p> <p>This thought-provoking exhibition will feature toy soldiers and action figures; toy weapons and ‘anti-war’ toys; board and computer games; archive documents; and a broad range of powerful visual material, including photographs, packaging and advertising material.</p>

Temporary Exhibitions		
7 Feb - 7 June 2015	Artists Rooms: Anselm Kiefer	<p>ARTIST ROOMS was donated jointly to National Galleries of Scotland (NGS) and Tate by Anthony d’Offay in 2008 and acquired with support from the National Heritage Memorial Fund, the Art Fund and Scottish and British Governments. In founding the collection, Anthony d’Offay’s vision for ARTIST ROOMS was that great modern and contemporary art would be available to audiences nationwide, especially young people who are central to the ongoing programme. Tullie House will be showing the work of Anselm Kiefer. A key figure in European post-war culture, Anselm Kiefer’s art derives from his great awareness of history, theology, mythology, literature and philosophy, and his exploration of a range of materials such as lead, concrete, straw, clay, flowers and seeds.</p>
June – October 2015	A History of Carlisle in 10 Objects (Working title)	<p>An exploration of Carlisle's history through ten iconic objects. Each object will be displayed within its own mini exhibition, highlighting an important period in the development of the city. The majority of objects on display will be from the TH collections, with some further items on loan.</p> <p>An 11th object will represent the ‘here and now’, chosen by our audience.</p> <p>Interactive learning resources will feature throughout the displays.</p>
October – February 2016	Paul Leith: Illustrator & Artist, a retrospective (Working title) (TBC)	<p>Carlisle based artist & illustrator Paul Leith has enjoyed commercial success since the 1970s with illustrations produced in a variety of medium for companies such as Mercedes, Rolling Stone Magazine, Royal Mail, Whittard, Vogue.</p> <p>Through the retrospective of Pauls work, the exhibition will look at the changing techniques, styles and processes involved in producing such work for industry.</p> <p>Today Paul’s work can be seen around the city taking the form of large collages celebrating life in Carlisle today.</p> <p>As part of the exhibition, Paul will create a mural throughout the duration of the show, encouraging visitor participation. Paul is also keen to produce new imagery for merchandise based on items in the collections.</p>

Temporary Exhibitions		
<p>February - June 2016</p>	<p>Currently available</p>	<p>Opportunities are currently being explored for an exhibition on the themes of science, technology and/or design, with strong links to the STEM (Science, Technology, Engineering and Maths) curriculum. Consulting with Science Museum, London, Design Museum, London & Germany.</p>
<p>Feb – May 2016 or Autumn 2017 - 18</p>	<p>Roman Parade Armour (dispersed Hadrian’s Wall exhibition) (TBC)</p>	<p>The sites and museums across Hadrian’s Wall provide an impressive range of evidence about the cavalry regiments, their equipment, barracks, distribution etc. A dispersed exhibition would allow each participating site or museum to contribute part of the story of Roman cavalry according to the information/evidence/site/facilities/opportunity available to them. The partner museums can participate simultaneously, creating a Wall-wide exhibition with visitors encouraged to visit all the participating sites. Those locations with space available might put on a significant temporary exhibition focusing on particular themes or elements. Others might simply ‘point’ visitors to key objects within their displays/collections that illustrate the exhibition themes.</p> <p>Where key information is missing and /or to enhance the overall impact of the exhibition and to encourage visiting, loans might be sought. For instance each participating location might display a Roman Cavalry helmet. This would provide a major promotional hook, give a clear link between all those participating and encourage visitors to visit all the participating museums to see all the different helmets.</p>

Temporary Exhibitions		
June – Oct 2016	A Viking's Guide to Deadly Dragons with Cressida Cowell	<p>A touring exhibition from Seven Stories, the National Centre for Children's Books. The exhibition is based on Cressida Cowell's hugely popular <i>How To Train Your Dragon</i> series of books. The exhibition, aimed at children, will transport visitors back in time to a fictional Dark Ages period, to a world where Vikings ruled and dragons roamed. The exhibition will allow visitors to explore the wild dragon cliffs, sail on a Viking boat, and share epic yarns in a Great Hall. Visitors will also see how Cressida's series has been made into the popular <i>How To Train Your Dragon</i> DreamWorks film animation.</p> <p>The Silverdale Viking Hoard is being sought as a spotlight loan from Lancashire Museums Service to add further academic interest to this exhibition.</p>
Oct 2016 – Jan 2017	<p>Munitions, Mayhem and Mobilisation - Carlisle and The Great War 1914-1918.</p> <p>Oct 2016 – Jan 2017 (TBC)</p>	<p>This Tullie House exhibition will examine war industry, State Management, city war hospitals, the Quintinshill rail disaster, the role of women, propaganda, changing morality, the impact of the U-Boat, pacifism, and remembrance.</p>
Feb - June 2017	TBC	<p>Currently available</p> <p>Potential for further working with Artist Rooms or Fashion & Textile Museum, London.</p>
June – Sept 2017	Watch With Us (title To Be Confirmed): British Children's Film And Television From 1950 To Today	<p>Children's Film and Television is a celebration and exploration of British children's television and films from the 1950s to the present day. Each section of the exhibition is object rich, ranging from on screen production items and props, through to scripts and other material relating to the making of films and programmes. It also includes the huge number of spin-off toys, games and books that have been produced alongside films and programmes. The interpretation gives an overview of the main developments and the iconic productions of each decade.</p>

Temporary Exhibitions		
Oct 2017 – Jan 2018	Percy Kelly (TBC)	The proposed exhibition will be a major retrospective of the work of Percy Kelly (1918-1993). Born in Workington, Percy Kelly is one of Cumbria's foremost 20 th century artists. The exhibition will cover Kelly's entire artistic career with several works not previously exhibited. It will include works in a variety of media including paintings, drawings, watercolours and prints featuring Cumbria and further afield.
Further proposed exhibitions		
Summer 2017	China (Awaiting confirmation)	Possible collaborative exhibition with the Xuzhou Museum in China. A commitment had been made to progress an exchange in collection items.
May to September 2018	A Day in the Life of the River Eden (On-going) (Eden Rivers Trust)	This exhibition will be the culmination of the five year, HLF funded Cherish Eden Project, delivered in partnership with the Eden Rivers Trust . The exhibition will use mixed media to increase awareness and understanding of the river, and river related (natural, built and cultural) heritage of the catchment through providing a cultural experience that animates and interprets the heritage for new audiences. The key message of the exhibition will be 'that people (you and me) have impacted on this river and negatively affected its health . . . but before you shrug your shoulders and give up, many good things are happening (like this project) to restore the river to the health that it deserves'. The exhibition will contain natural history specimens, archaeology materials, social history artefacts and artworks from the Tullie House collection together with artwork, documentaries and oral history interviews created during the duration of the project.

Business Plan 2015/16 to 2017/18

Appendix C - Tullie House Museum and Art Gallery Trust - Proposed budget 2015/16 to 2017/18

		Baseline Year	Draft Budget		
		2013/14	Year 1 15/16	Year 2 16/17	Year 3 17/18
		£k, in constant 2013/14 prices Budget £k	£k	£k	£k
Income	Unrestricted Income	1,848	1,574	1,673	1,773
	Carlisle City Council (CCC) grant	1,232	982	982	982
	CCC central services	102	25	20	22
	CCC uplift for external services	0	75	75	75
	Core business income	514	417	509	592
	Programme generated income	included in core business income	31	35	37
	Exhibition generated income	included in core business income	44	52	65
	Restricted Income	582	553	498	483
	Arts Council England (ACE) CMC grant	582	471	470	460
	Exhibitions grants	included in core business income	30	28	23
	Other grants	included in core business income	52		
	Ringfenced Income	93	95	97	101
	Cumbria Biodiversity Data Centre (CBDC)	93	95	97	101
	Total income	2,523	2,222	2,268	2,357
Expenditure	Unrestricted Expenditure	1,933	1,707	1,706	1,727
	Salaries	941	880	880	880
	Utilities	162	183	183	187
	CCC central services	102	25	20	22
	External services	0	64	64	64
	Development plan costs	80	0	0	0
	Other core expenditure	648	482	477	479
	Programmes revenue expenditure	included in other core expenditure	8	10	10
	Exhibitions revenue expenditure	included in other core expenditure	65	72	85



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Restricted Expenditure	582	553	498	483
ACE CMC Salaries	293	198	218	209
ACE CMC revenue expenditure	289	273	252	251
Exhibition grant related	included in other core expenditure	30	28	23
Other grant related expenditure		52		
Ringfenced Expenditure	69	95	96	97
CBDC salaries	62	88	89	90
CBDC revenue expenditure	7	7	7	7
Total Expenditure	2,584	2,355	2,300	2,307
Total Unrestricted Surplus/(Deficit)	-61	-133	-32	50

Tullie House Museum & Art Gallery Trust

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Appendix D– Unrestricted Reserves, capital expenditure and cash

1. Tullie House Museum and Art Gallery Trust – summary of Reserves position

The Trust will be carrying forward the following reserves at 31st March 2015 (latest forecast):

Restricted Reserves	£58k
Designated Reserves	£305k
Unrestricted Reserves	£335k
Total	£698k

2. Effect of business plan projections on Unrestricted Reserves

Unrestricted Reserves – projected opening balance at April 2015	£335k
Year 1 deficit (2015/16)	(£133k)
Year 2 deficit (2016/17)	(£32k)
Year 3 surplus (2017/18)	£50k
Unrestricted Reserves – projected closing balance at March 2018	£220k

It is Trust Policy to maintain £300k in unrestricted or general reserves. In order to maintain this position, £130k of funds that have previously been designated for future acquisitions (£225k) will need to be undesignated in year 2 to maintain this level.

3. Major capital expenditure

The Board of Tullie House is currently in negotiation with a view to acquiring an adjacent building in Abbey Street. At this stage no price has been agreed. Funding options are currently being considered.

The Panelock system used to adapt the Art Gallery and provide a flexible Exhibitions space will be renewed in year 1. This will cost £67k, including disposal of the old system.

The Trust's IT hardware and software needs to be completely renewed. Our ageing hardware cannot support any upgrades to our systems, and the operating system is no longer supported. Estimated cost - £50k.

4. Cash Position

At 30th September 2014 the Trust had a consolidated cash balance of £1.05m which was invested in a series of interest-bearing cash accounts. The Arts Council MPM payment is paid monthly in advance and the CCC fees are paid monthly, two months in advance, which explains the size of this balance.

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Taking into account the proposed capital expenditure, the Trust expects to maintain a strong positive cash position over the 3-year plan, although the balance will reduce over this period.

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