

TULLIE

Audience Development Plan 2024-2029 Retain, Attract, Grow

Introduction: Our Approach to Audiences

In the next few years Tullie will go through a great deal of positive change – marking a turning point in our history. We are ready to embark on a new journey to better refine and shape our relationships with visitors. It's about retaining and improving the very best of what we do alongside creating new dynamic ways of reaching out and engaging new audiences. We will celebrate what Carlisle offers to our communities, Cumberland and Cumbrian neighbours and make connections that resonate wider – connecting Carlisle to the world. This Audience Development Plan covers the period 2024-2029 and will use Project Tullie, a dynamic and ambitious exhibitions and events programme and a range of new signature initiatives to establish Tullie as Carlisle's Home of Culture.

To deliver our plan we have a set of objectives, which align closely with the Museum's Vision and Manifesto (see Appendix I).

1. Welcome over 80,000 visitors a year by 26/27, through audience development activity that fosters creativity, well-being and self-discovery and leads to greater financial sustainability.
2. Deliver a programme that:
 - a. is active, collaborative and rooted in people, place and heritage (Carlisle/Cumbria).
 - b. aligns to visiting patterns and business opportunities and one that supports, gathering, encountering and relationship building for our local audiences.
 - c. Adopts a joyful and dynamic approach that helps make Carlisle and Cumberland thrive for locals and visitors: building conversations, community pride and celebrating local, national and international connections.

3. Implement a shift in our working practise, from delivery to how we market our activities: at all times we will be energetic, innovative and 'turn the volume up' on conversations, making people take notice.

This Audience Development Plan comes at a critical and exciting time in Tullie's history. During the course of the Plan, the majority of the museum will be transformed via Project Tullie, our new Brand will be rolled out across the site and a new way of programming will be implemented – taken together, this will deliver an innovative, dynamic and world-class visitor experience. This will require us to go on a significant internal journey, coming together under a 'one Tullie' ethos in terms of how we work collaborate and innovate as a team: this Audience Development Plan is our blueprint for how we will achieve this.

Context

This Audience Development Plan (ADP) has been inspired and shaped by priorities and findings from a number of key external agencies, as well as the current economic situation in the UK. For more information see Appendix II. The ADP has also been directly formed by comprehensive data analysis and research on Tullie's ticketing and survey data since 2019 by the Audience Agency. A full copy of this report can be found in Appendix IV.

This ADP has been developed in close conjunction with the priorities of two critical external stakeholders and funders: Arts Council England and the National Lottery Heritage Fund.

1. Arts Council England (ACE): Tullie are the lead organisation of the Cumbria Museum Consortium which, together with partners Wordsworth Grasmere and Lakeland Arts, has been in receipt of ACE funding since 2012. This ADP falls during a four-year NPO funding cycle (currently due to finish in 2026/27 but expected to continue pending a further application) and ACE's 10-year 'Let's Create' strategy. The ADP has been shaped with the outcomes of 'Let's Create' central (Creative People, Cultural Communities and A Creative and Cultural Country) and in particular the four investment principles of: Ambition & Quality (A&Q), Dynamism (D), Environmental Responsibility (ER) and Inclusivity & Relevance (I&R). There is significant crossover between Arts Council delivery priorities and the delivery priorities of this ADP, in particular engagement with families. However, our ACE Activity Plan has a greater focus on engaging with vulnerable communities and children and young people.
2. The National Lottery Heritage Fund (HF) 'Breaking Down Barriers' Project Tullie Phase 3 and associated Activity Plan: the ADP has an explicitly commercial focus – it is about driving admissions numbers, income and associated secondary spend through developing new audiences (in particular adults under 55 and tourists) and programming approaches. The AP also focusses on increasing engagement and helping us achieve visitor targets but prioritises different audiences – the public facing elements of the plan will be delivered from 26/27 onwards. The ADP directly responds to the NLHF's Investment Priorities of: Saving Heritage (SH), Protecting the Environment, (PtE) Sustainable Organisations (SO) and Inclusion, Access and Participation (I,A&P).

When taken together, the Audience Development Plan, Arts Council England and Activity Plan and HF Activity Plan cover all key audiences for Tullie. The plans do have some crossover – for example, we recognise price can be a barrier to engagement and we will offer schemes within our ADP that will attract audiences that struggle to access culture because of financial circumstances. In addition, all plans focus on delivering activity that is unique to Carlisle, with our collections and programmes as a continued source of inspiration.

Funding resource from Arts Council England and the HF will also allow us to stretch our thinking and pilot new initiatives within the ADP. See p7 for how the ADP directly delivers against ACE and HF priorities.

Taken as a suite of overlapping documents, we are confident that our Audience Development Plan, Arts Council Activity Plan and HF Activity Plan deliver a well-rounded, multi-faceted offer for all our audience groups. They deliver against our twin Business Plan priorities of Community Engagement and Financial Sustainability and focus on Tullie achieving the critical visitor and engagement targets that will ensure the Museum's sustainability over the next decade.

Our Current Visitors

Currently we have a good understanding of who visits Tullie. Our segmentation shows that we have a loyal following with older audiences and a strong family offer that is yet to reach its potential. Broadly speaking, we have:

- A strong and loyal “over 50s” base for repeat visitors/annual ticket users
- 51% of our visitors are local (less than 10 miles drive time), 28% are classed as day trippers (10-50 miles) and 21% tourists (over 50 miles)
- 73% are female
- 61% visited as part of a family group
- 78% of visitors have visited more than once in the past 12 months
- Word of mouth (33%) and the website (30%) are the two key drivers for how our visitors hear about our programming
- Spending time with family friends is ranked as the highest motivation for visiting (41%)
- Our Net Promoter Score (NPS) for 22.23 was 71%, within ‘Very Good’ parameters – this has fallen from a high of 80%+ in recent years with the catering offer most commonly criticised – this suggests significant room for improvement in our NPS when the offer is taken in-house from this year

Using Audience Finder segmentation, our top 5 audiences can be categorised as follows:

Homes & Heritage – 22% - older local adults interested in heritage, social motivations will travel for cultural and spend on activities

Dormitory Dependables – 21% - older adults who will travel with strong cultural interests

Trips & Treats – 16% - families motivated by their children's enrichment, professionals owning their own home

Frontline Families – 12% - local families looking for a fun day out, renters – looking for value

Up Our Street – 11% - local older adults looking for value oriented social activities

For detailed definitions of each Audience Agency segment see Appendix III and for the full version of Audience Agency's *Audience Development Evidence Report for Tullie*, see Appendix IV.

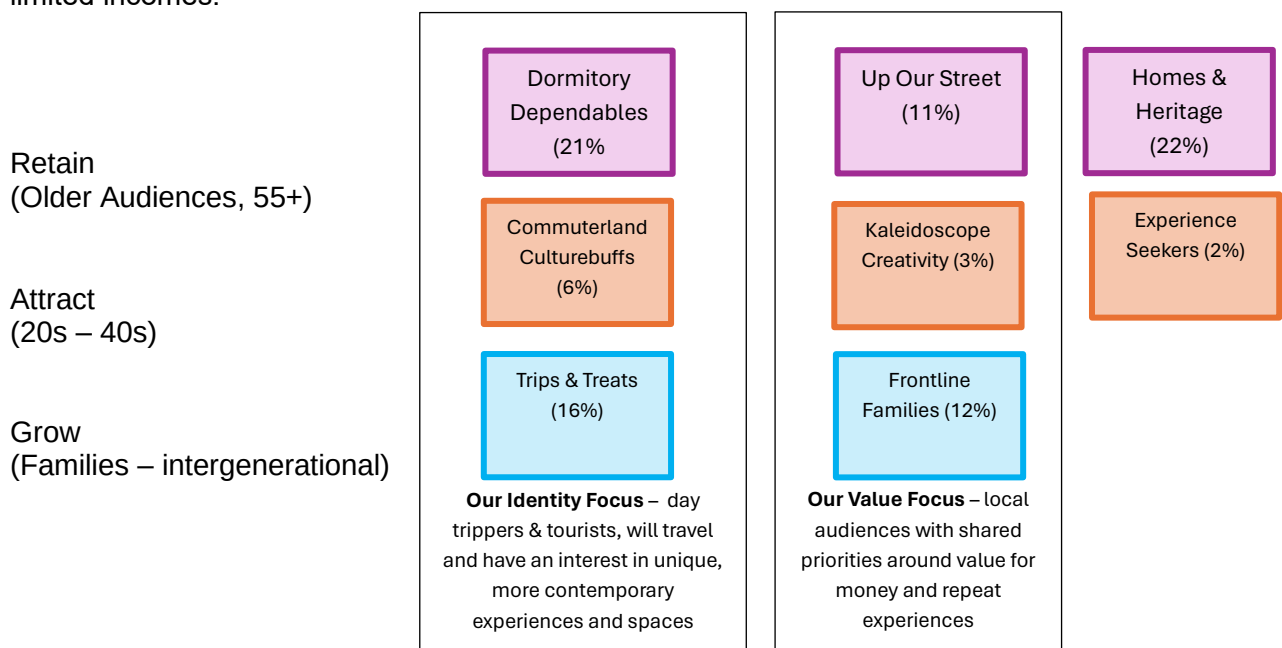
Shifting our Audience Profile

Through analysis of our current visitor profile and changing demographics locally and regionally, we have identified the need to shift our audience profile so it is less reliant on older audiences. Our 2024-2029 ADP, therefore, aims to attract more young people (aged 20-45) to the offer. Through the plan we will focus on segments that match more closely the ethos of the new Tullie, establishing a visual and programmatic “identity” for our work. This more youthful approach will pull from older and family segments who aspire for a more interesting and edgier offer.

We will:

1. **RETAIN** and cherish our older audiences, by creating experiences that don't alienate this core audience. We are particularly interested in attracting “Dormitory Dependables”, older visitors who are active cultural consumers and who regularly visit museums to continue their goal of lifelong learning.
2. **ATTRACT** younger people by adjusting visiting times and ensuring activity aligns with their motivations of what a contemporary museum experience should be. We will reach out to these segments with vibrant and engaging new content. Our two priority segments here are “Commuterland Culturebuffs” – affluent professionals who will travel for culture, they represent 11% of the population within a 50-mile radius of Tullie – and “Kaleidoscope Creativity”, a younger audience interested in unique cultural experiences with a value focus: this segment has significant growth potential locally and regionally, representing 9% of the population within a 50-mile radius of Tullie.
3. **GROW** our family base, understanding the need to create enriching experiences for the whole family. We will deliver an intergenerational experience where grandparents are also recognised as primary carers. These two audiences are already in our top 5, with significant potential to continue growth particularly with Frontline Families which represent 22% of the Carlisle population.

However, we understand that there are barriers to access across Carlisle and Cumbria. In 2026/27 with the opening of the ‘Active Gallery’ in Phase 3 of Project Tullie we will create a discount scheme for audiences where price is a barrier, supporting wider engagement with “Up Our Street”, “Frontline Families” and “Kaleidoscope Creativity” - segments with more limited incomes.



Our Audience Journey

Segment	2022/23 (Last full year of opening post-Covid)	2024/25 (partial opening)	2025/2026	2026/27 (Phase 3 Active Gallery* opening May)	% Segment Shift	2027/28 (Phase 4 Children's Experience** opening May)	2028/29	% Segment
Older (55+)	16,744	18,000	22,500	31,000	54% to 39%	33,000	33,000	33%
Younger (20s- 40s)	3,411	5,000	10,000	15,500	11% to 19%	18,500	18,500	18.5%
Families (intergenerational)	8,682	10,000	14,000	30,000	28% to 38%	45,000	45,000	45%
Other***	2,170	2,000	3,500	3,500	7% to 4%	3,500	3,500	3.5%
TOTAL	31,007	35,000	50,000	80,000		100,000	100,000	

* **Phase 3 Active Gallery** – NLHF funded, will transform the Border Galleries into a dynamic, collections-rich experience that will change on every visit – families and younger people target audience. Public facing activity within Activity Plan steps up.

** **Phase 4 Children's Experience** – Borderlands funded, will create a Roman-themed children's experience, hands-on interactive, learning through play - families target audience, particularly non-traditional museum visiting families and tourists

*** **Other** – the remaining 7% of Tullie audiences consist of 'Supported Communities' and 'Metroculturals' – neither are considered priority audiences for the ADP due to access needs and the fact they are a priority for the ADP and ACE NPO (Supported Communities) and being predominantly London-based and therefore not significant for us in terms of tourist market (Metroculturals)

Strategic Attributes

Our Plan will have a set of Strategic Attributes that give direction to the team on how new activity should be delivered. Activity will always be on brand and realise our Vision and Manifesto.

Building relationships is vital to create a more sustainable Tullie and central to this Plan is the need to drive annual ticket uptake and secondary spend. We will, as the Plan develops, understand the “value” of our programme and events through consistent and comprehensive monitoring of attendance, qualitative evaluation and regular use of our Audience Agency Dashboard to track shifts in audience segmentation.

The following nine key attributes form a set of signature initiatives with KPI targets that we will roll out during the five-year period of the Plan and support us to reach our overall visitor targets, increasing from our baseline figure of 31,007 (22.23) to 80,000 by 2026.27.

	Attribute	Target Segments	ACE/NLHF Investment Principles	Visitor Uplift	SLT Lead
1.	Creative Alignment	All segments	A&Q: high quality programming inspired by our collections and spaces, robustly evaluated D & OS: income generation I&R and I,A&P: engaging with community partners	3,500	HCE/HCO
A five-year rolling programme of content aligned to audience segments and their motivations. Programmes will be: 1. “Radically Traditional” – reaching out to new audiences but cherishing our existing audiences. A new “Tullie Twist” on our most popular activity, with a focus on collections engagement to maintain an authentic approach. 2. “Magnetic” – understanding that our audiences pulled from a wide geographic area and at certain times of the year. 3. “Relationship Building” – building regular and repeat visitors who love us for what we do by creating special and lucrative experiences that are one of a kind and attractive – big and bold experiences you come to every week, month and year. Partnership working will be critical to the development of these programmes. Activity will focus on the development of a consistent programme of evening events, establishing Tullie as a key player in Carlisle’s nighttime economy. Creative alignment will also include consistent, time-sensitive festival programming such as a ‘Holidays of Light’ initiative celebrating festivals of light and rebirth across cultures and communities.					
2.	Project Tullie – phased futureplan	All segments	A&Q / SH: collections focussed at all times, improving access to heritage for audiences D & OS: all phases focussed on driving visitor numbers and increasing secondary spend ER & PtE: minimal new build across all phases with a focus on sustainability and reducing carbon footprint I&R & I,A&P: co-curation, access and inclusion a priority across all phases	25,000	HSD
Over the course of the five-year period, activity will be aligned to Project Tullie futureplan phases, ensuring consistency, quality and connection with audiences as the programme develops. During the course of this ADP we will open: Phase 2 – new welcome area, ground-floor gallery, retail, catering and community spaces Phase 3 – Active Gallery and new Learning Studio					

Phase 4 – Children's Experience

Each phase will contribute towards a visitor uplift. Phase 2 will focus on growing local audiences and recovering numbers post-closure, with Phases 3 and 4 focussing on growing family audiences, tourists and younger adults.

3.	Special Exhibitions	All segments	A&Q & SH: collections focussed programming that showcases our unique heritage whilst bringing the best and most ambitious touring shows and works to Carlisle D&OS: developing programmes with an audience focus to drive ticket sales ER & PtE: embedding environmental responsibility from development to deinstall I&R & I,A&P: programmes and activity co-designed with our communities	11,000	HCE
Historically, we have relied on our exhibitions programme to drive footfall due to the static nature of the rest of the museum galleries and has led to us programming as many as four special exhibitions a year. This is both unsustainable financially, capacity-wise and environmentally. However, with Phase 3 creating a brand-new gallery offer that will consistently change throughout the year we are confident we will be able to reduce our over-reliance on the temporary programme. Over the five years this will lead to us working towards fewer exhibitions with longer run time (up to 2 x 'blockbusters' per year) plus a 'High Impact' loan slot in Autumn/Winter. This model frees capacity to refresh other gallery spaces not part of Project Tullie Phases 2-4 whilst maintaining our vibrant, "must see" exhibitions programme.					
4.	Wellness	Up Our Street; Kaleidoscope Creativity; Frontline Families	D&OS: reaching out to new audiences inc traditional 'non-museum' visitors to drive secondary spend and sustainability I&R & I,A&P: forging community partnerships that increase access and representation	1,500	HCE / HCO
Health and wellbeing is a priority for all our major funders and stakeholders, particularly Cumberland Council who have identified health & wellbeing as their central aim. We believe there is significant potential for Tullie to grow it's wellbeing offer, creating community cohesion and making use of new internal spaces via the Castle Street buildings (Phase 2b) and Learning Studio (Phase 3), which will open up access to our beautiful gardens. We will build a consistent, structured programme of wellbeing activity (with a Tullie twist!) running over the Spring period. Partnership and relationship building will be critical to this strand: as well as working closely with colleagues at Cumberland Council we will develop links with local wellbeing providers and initiatives to encourage use of our spaces out of hours.					
5.	Travel Trade	Homes & Heritage; Dormitory Dependables	D&OS: driving secondary spend and helping establish Carlisle as a 'go-to' value tourist destination	1,000	HCO
A focus on working with companies who come through Carlisle with links to tourist interests (Hadrian's Wall, Lake District, Scottish Highlands). We believe there is potential for Tullie to capitalise on Carlisle being a 'value stop' for coach tours and will develop partnerships and initiatives which encourage secondary spend in our retail and catering spaces.					
6.	Corporate Membership	Up Our Street; Kaleidoscope Creativity; Frontline Families	D&OS: increase corporate hires and driving take up of annual tickets locally I&R & I,A&P: engaging with audiences from lower socio-economic backgrounds	1,500	HCO

Reaching out to businesses small to large and engaging with their Corporate Social Responsibility (CSR) agendas and support the enrichment of their workforce. We will develop new packages for corporate members including discounts for staff for admissions and events, room hire offers and special event days.

7.	Value & Pricing	Up Our Street; Kaleidoscope Creativity; Frontline Families	D&OS: diversifying audiences and increasing secondary spend I&R & I,A&P: reducing barriers to access	1,500	HCO
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Attracting value-focussed segments through discounting initiatives, attracting audiences who would otherwise not consider visiting. This will be trialled in 24/25 with discounts for Carlisle United Season Ticket Holders (linked to the temporary exhibition) and be further explored through our NLHF Activity Plan funding with free and discounted ticket offers for specific wards within the city.

8.	NLHF Activity Plan Activity from 2026	Up Our Street; Kaleidoscope Creativity; Frontline Families; Trips & Treats	A&Q & SH: collections driven programming that is ambitious and high quality D&OS: prioritising admissions and driving secondary spend ER & PtE: using our collections to promote environmental responsibility I&R & I,A&P: reducing barriers to access and forging new co-curation relationships	5,000	HCE
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The Activity Plan will enable us to reach out to underserved audiences and explore new activity for core audiences, enhancing the above attributes (including festivals, wellness, nighttime activity) whilst allowing us to pilot new initiatives that will add value for admission ticket holders via events and activities on the Active Gallery.

9.	Comms & Marketing	All segments – bespoke targeting	D&OS: commercial focus to drive admissions income and secondary spend	Driving above	HCO
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We have worked hard to establish bold, impactful new brand and a unique tone across our marketing channels. Our attention needs to now focus on translating this into driving visitor numbers. Our 're-thought' approach will see greater investment in online products and a more strategic and aligned focus to our campaigns to maximise impact. For more detail see Section Comms & Marketing section below.