



AUCKLAND CASTLE



St Peter's Chapel

The Auckland Castle Trust is transforming an 800-year-old bishop's palace from an unknown and almost unvisited private dwelling into a vibrant heritage attraction.

**The project will:**

1. Restore the castle and bring it to life, providing an inspiring experience for 130,000 visitors every year<sup>1</sup>;
2. Drive economic and social regeneration in Bishop Auckland, attracting £3 million per year into the area within five years<sup>2</sup> and forming a range of opportunities for local people;
3. Lift people's spirits, aspirations and self-belief.

The Trustees believe that the three strands are inextricably linked and that, by enabling people to engage with a place of history and beauty, they can be inspired to change their lives:

*"At its heart is the principle that what people think is the determinant of their welfare, not primarily what they do. The enemy of transforming thought is the monochrome quality of lives lived in adversity, and the key is to find a circuit-breaker which can lift a community out of self-doubt. In Auckland Castle, there is an extraordinary confluence of forces for good, which can be harnessed; this project will take these qualities, and give them practical purpose for the benefit of the community."*

**Jonathan Ruffer**, chairman of Trustees

This £50 million project has secured funding from the Heritage Lottery Fund and several leading charitable trusts and now needs the final £12 million to make its vision a reality.



St Peter's Chapel

## The history and significance of Auckland Castle

Auckland Castle was the medieval palace of the Prince Bishops of Durham, and was their country residence from 1183. Granted ducal status when they were called upon to defend England's northernmost frontier with Scotland, the Prince Bishops held supreme political, military and legal power in the North of England. Between 1832 and 2011, the castle was the official residence of the Bishops of Durham, and the Bishop of Durham still works there today.

After Vatican City and Avignon, Auckland is described as the best working medieval Episcopal complex in Europe<sup>3</sup>. Its Grade I listed architectural structures and features tell the history of our nation, in a building that has been created and recreated over the centuries by some of the leading architects of each age, including James Wyatt, architect to George III. No architectural work has been done on the castle since the 1790s, and it is expected that careful conservation work should reveal its hidden past. Together, the buildings and landscape form a nationally significant heritage site, with seven separate listings at the highest Grade 1 level<sup>4</sup>.

Auckland Castle is also home to one of the most significant treasures of European religious art: in 1756 the then Bishop of Durham bought 13 paintings by Francisco de Zurbarán (1598 -1664), depicting Jacob and his 12 sons, representing the 12 tribes of Israel. The purchase of these Spanish paintings was a major political statement about the principle of religious freedom and the integration of Jewish people into British life, as well as the Jewish roots of our Christian heritage, soon after parliament had repealed the Jewish Naturalisation Act of 1753.



Jacob (Israel) by the Spanish master Francisco de Zurbarán (1598 – 1664)

## Why was this project conceived?

In 2010, the Church Commissioners revealed plans to sell Auckland Castle's celebrated Zurbarán pictures to solve the long-standing problem of how to balance the castle's books. When the news broke that the region would lose these paintings, they were rescued for the benefit of the people of the North East by a charitable trust, chaired by the investment manager and philanthropist Jonathan Ruffer, who is from the area.

It quickly became apparent that the future of the pictures would not be secured at Auckland Castle unless the future of the castle was also secured. The Auckland Castle Trust was formed to do just this, and in July 2012 it acquired the Auckland Castle complex, together with its substantial annual running costs.

## How to create a vibrant and viable future

A project to repair Auckland Castle, with no interpretation of its unique history, in a building bereft of contents other than the Zurbarán pictures, would have required an endowment of more than £20 million<sup>5</sup> simply to cover its running costs. Even if such an endowment could have been found, Auckland Castle would have failed to touch the lives of all but a small handful of academic and expert visitors.

Instead, a brave and more radical vision has been chosen: to open the castle and attract sufficient numbers of visitors to make it self-supporting. It will cost around £10 million more than the basic solution; however, it has the potential to have an extraordinary effect on hundreds of thousands of people who will visit in years to come, as well as those who live in the area.



Auckland Castle

## Bishop Auckland today

Bishop Auckland is a market town with 27,000 residents, which developed around the bishop's palace at the castle, and later grew in size and influence with the Industrial Revolution. Since the closure of the many local collieries, the town has declined and now suffers from problems more typical of an inner-city neighbourhood: there are high levels of unemployment and benefit dependency, especially among the young. Generally, the level of youth unemployment in the North East is the highest in England, with 17.1% of 18-24 year olds classified as NEET (not in education, employment or training). In Bishop Auckland, more than 30% of young people are in receipt of Job Seeker's Allowance<sup>6</sup>.

Beyond the immediate worklessness lies deeper problems: there is a shortage of employable skills within the labour market, with a mismatch between available skills and those required, compounded by a general lack of educational achievement (nearly a fifth of the North East's workforce lacks a Level 2 qualification). In addition, according to the local Economic Assessment, there is a strong perception among employers of insufficient awareness among young people of the world of work and the career opportunities open to them.



The Long Dining Room

## Our aims:

- ***Renewal:*** Restore, redevelop and reinterpret Auckland Castle, one of the country's most significant and complex heritage sites, providing inspiring experiences for 130,000 visitors each year.
- ***Regeneration and employment:*** Create the focus for an annual injection of £3 million in visitor income into the local economy, which in itself will generate 107 full-time equivalent jobs and 22 full-time training positions in the area<sup>7</sup>.
- ***Nationally significant exhibitions:***
  - a) an exhibition of the story of 5,000 years of faith in this country, curated by Auckland Castle's Dr Christopher Ferguson and Diarmaid MacCulloch, Professor of the History of the Church at Oxford;
  - b) a pre-eminent permanent collection of religious art based around the paintings of Jacob and his 12 sons by Zurbarán, which embody the struggle for Jewish emancipation in Britain.
- ***Environment:*** Recreate Auckland Castle's medieval park to its 18th century sublime character, preserving its unique medieval features, and rejuvenate the castle's extensive gardens, including the 17th century walled kitchen garden.
- ***Learning:*** Create a proactive dynamic education centre, which will hold an important art library of 4,500 books, with provision for study by schoolchildren through to major research work in conjunction with universities.
- ***A living, working complex:*** Provide an on-going base for the Bishop of Durham, preserving the traditional practice of prayer and an atmosphere of spirituality at Auckland Castle.
- ***Community involvement:*** Engaging with the community so that the castle becomes a natural centre for community activity (see page 12-13).

## In the first 18 months of operation:

**Auckland Castle Trust acquired the castle on 20 July 2012.**

*In its first 18 months of operation, the Trust has focussed on putting in place the foundations for a sustainable future by:*

- i Preparing for safe and successful operations:
  - a) installing full site security and safeguarding;
  - b) implementing full data collection systems via entry ticketing and website;
  - c) recruiting staff to curate and care for the buildings, artworks and gardens;
  - d) commissioning conservation reports on the castle and grounds by relevant experts.
- ii Developing national and international partnerships with leading galleries:
  - a) a close working relationship has been developed with the Prado in Madrid, one of Europe's leading galleries, with opportunities to borrow from its collection and a symposium planned for May 2014 at Bishop Auckland;
  - b) working closely with The Bowes Museum to encourage linked projects and combined visits.
- iii Identifying a promising opportunity to harness renewable energy through geothermal drilling, which will contribute to the castle's long-term sustainability.
- iv Creating an active endowment to subsidise the castle's running costs in the future. This includes the purchase of two hotels in the town, which will help to provide the essential infrastructure needed when visitor numbers increase. As the visitor numbers grow, the hotels will employ more people, and their success will increase the rental income the Trust receives.
- v Increasing visitor numbers from 800pa to 8,000pa and developing exciting, interactive interpretation for the 2014 season.

- ii Securing £1 million in development funding and a potential £9 million at round one from the Heritage Lottery Fund.
  - ii Securing £1 million from both the Garfield Weston Foundation and the Headley Trust.
  - ii Increasing engagement with the community:
    - a) Volunteers: numbers have increased from 40 to 120, acting as guides;
    - b) Local health projects: running two pilot schemes in partnership with the Department for Public Health's Hidden Harm programme, helping children afflicted by parental alcoholism and veterans' families affected by post-traumatic stress disorder.
  - ii Acting as a catalyst for local economic development:
    - a) Several local businesses have already benefitted from the castle's operations, and expanded and rebranded to take advantage of the future increase in visitors. A local ice cream shop has opened up as 'The Bishop's Parlour' to serve visitors to the castle, while the florist used for weddings and events at the castle has taken on an additional member of staff to meet demand;
    - b) Local businesses and contractors have benefitted from the intense activity over the past year, as the Trust has restored and developed its properties. These include builders, tradesmen, design and print companies, surveyors and decorators.
  - ii Acquiring 4,500 titles for a specialist art library to be used by schoolchildren and specialists, alike.
  - ii Beginning a sophisticated consultation process with local people and interested parties, visitors and responsible organisations, in order to gain the views of a wide cross section of the public about what we plan to do.



Auckland Castle viewed from 11 Arches

# Who leads the Auckland Castle Trust

**Jonathan Ruffer**, Chair: Chairman of Ruffer LLP, an investment manager who grew up in the North East.

**Sir Mark Jones**: Director of the V&A between 2001 and 2011, and now Master of St Cross College, Oxford.

**Helen Goodman MP**: MP for Bishop Auckland, shadow culture minister for England.

**Dr Robert McManners**: Local GP and campaigner for regional heritage.

**Jane Ruffer**: A medical doctor and charity Trustee.

**Lady Riddell**: Chairman of John Ellerman Foundation, along with a number of other charitable roles.

**Lady Nicholson**: Expertise in management of heritage properties.

**John McDonnell QC**: Barrister, and expert on the castle's architecture.

**The Earl Ferrers**: Chartered accountant and heritage property expert.

Staff:

Chief executive:

**David Ronn** trained as a chartered surveyor and land agent, working initially in land management and forestry in mid-Wales. He joined the National Trust as an operational manager, before taking up the post of director for the Yorkshire and North East Region in 1998. In 2012, he became managing director at Alnwick Castle and the Alnwick Garden, and for two years he did a short spell as director of the Tyne Rivers Trust. He took on the role of project director at Auckland Castle in July 2013.

Other positions created and filled include:

**Finance director**

**Head curator** (ex Ashmolean Museum)

**Deputy director of communities**

**Curatorial assistant** (ex Courtauld Institute)

**Buildings manager** and team

**Events officer** and visitor services staff

Gardeners and park keepers

## Revenue costs

Once established, the project aims to be self-sustaining. Annual revenue costs are expected to be £1 million - £1.2 million by year four, while ticket income is expected to be £0.75 million - £0.96 million. The balance will be made up from commercial income (events and weddings), and the working endowment, e.g. leasehold rental income from land and property holdings, a hotel, etc.

## Capital costs

Total capital costs are £50 million: of this £28.1 million is secured and £10 million is identified from the Heritage Lottery Fund. The challenge is to find the final £12 million.

## Fundraising targets

<b>Funding Source</b>	<b>Target £million</b>	<b>Discussions underway include:</b>
Trusts	5	Sainsbury Family Trusts, Getty Foundation, Pilgrim Trust and others
Statutory	3	Durham County Council and Natural England
Individuals	3.4	Several individuals in sympathy with our aims
Corporate	0.5	'City' and regional firms
Total	11.9	

## Capital costs and funding secured

<b>Costs</b>	
<b>Element</b>	<b>£million</b>
Initial purchase	11
Castle restoration	16
Walled garden and parkland	6
Learning centre	1
Permanent gallery	2
Endowment**	10
Losses going forward	4
<b>Total</b>	<b>50</b>

<b>Funding</b>	
<b>Source</b>	<b>£million</b>
Lempriere Pringle Trust	25
Rothschild Foundation	1
Weston Foundation	1
Headley Trust	1
Other Funders	0.1
Heritage Lottery Fund**	10
<b>Subtotal</b>	<b>38.1</b>
<b>To find</b>	<b>11.9</b>
<b>Total</b>	<b>50</b>



The King Charles Room

\* The endowment is being fully funded by the Lempriere Pringle Trust. The endowment is in the form of investment in local businesses and property, which will both support the regeneration of the town and provide the infrastructure to underpin Auckland Castle (see page 6). As visitor numbers grow, income will grow to support the operation of the castle itself.

\*\* The Heritage Lottery Fund has given a grant of £1 million for development funding and Auckland Castle has achieved a first round pass for a further £9 million.

1. This has been modelled on the following breakdown of people's motivation to visit: 40,000 visiting The National Exhibition of Religion; 30,000 visitors who would travel to see the castle and its Zurbaráns easel; 30,000 to see the walled kitchen garden; 16,000 who would visit as a follow-on from The Bowes Museum (assumed to be 15% of their visitors); 5,000 who would travel to see Spanish Art; 3,000 interested in the Jewish story at Auckland Castle; 3,000 community visitors attending sessions at the castle and 3,000 community visitors attending festivals on site who would visit the castle as an add-on.

As a comparison, the Bowes Museum (a paid attraction) attracts 120,000 visitors a year, and Durham Cathedral (free to enter) 700,000. On a practical note, work has already started to develop joint marketing themes with the Bowes Museum and Durham Cathedral.

2. The impact on the town of 120,000-130,000 visitors to Auckland Castle will be enormous: day visitors spend on average in excess of £14 in the vicinity of the attraction, while overnight visitors spend £127 (figures from research by Durham County Council). Using the county's current split between day (93%) and overnight visitors (7%), it is anticipated that £2,812,950 will be injected into the local economy each year. 107 full-time equivalent jobs will be created along with 22 full-time training positions. The castle will create 30 full-time, 15 full-time equivalent jobs and six training/apprentice roles. The walled garden and park will create 12 full-time jobs and 10 full-time equivalent jobs and 12 training/apprentice roles. The hotels (part of the active endowment) will create 20 full-time jobs, 20 full-time equivalent jobs and four training and apprentice roles.
3. Diarmaid MacCulloch, Professor of the History of the Church, University of Oxford, in discussion.
4. The Auckland Castle complex has 17 statutory listings, seven of them at the highest Grade I level.
5. On the advice of the National Trust, Auckland Castle would require a £24 million endowment to generate the funds to cover its own upkeep. This calculation is based on the eChorley Formulaí.
6. Source: House of Commons Library, Office of National Statistics and Job Seekers Allowance data. Enquiry made on 2 September 2013.
7. The impact of the project will be independently monitored by a university study, which is currently being commissioned.



## AUCKLAND CASTLE

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