



CABINET

Date 15th February 2021

Thursday, 18th February, 2021, 6.00 pm in Online Meeting

SUPPLEMENT – ADDITIONAL DOCUMENTS

Further to the Agenda and Papers for the above meeting, previously circulated, please find attached the following further information, which was not available when the agenda was issued:

Agenda No. Item

10. **Castle Review 2020** (Pages 3 - 182)
(Report of the Portfolio Holder for Heritage and Regeneration)

Yours faithfully

A handwritten signature in black ink, consisting of stylized initials and a long horizontal stroke.

Chief Executive

To Councillors: D Cook, R Pritchard, J Chesworth, M Cook, S Doyle and J Oates.

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CABINET
THURSDAY 18th FEBRUARY 2021

REPORT OF THE PORTFOLIO HOLDER FOR HERITAGE AND REGENERATION
CASTLE REVIEW 2020

EXEMPT INFORMATION

None

PURPOSE

The purpose of the report is to:

- Present the Castle Review that was prepared in 2020 and which updates the previous 2018 version taking into account improving the commerciality of the venue.

RECOMMENDATIONS

Cabinet are asked to:

1. approve the Castle Review undertaken in 2020 as detailed in the report and set out in Appendix 1; and
2. approve the action plan and timetable for the delivery of the review recommendations as set out in Appendix 3;

EXECUTIVE SUMMARY

The Castle is the jewel in the crown for Tamworth Members and residents, and rightly so, because its heritage is special and it represents something unique for the town. The Castle is an integral part of the town centre regeneration programme with the Castle and its visitors playing an important part of the Tamworth offer.

The 2018 Castle Review

It would appear that this important council owned asset has been under review, permanently, over the last few years. The most recent of which was an internally undertaken investigation into the operation of castle activities, which was completed in 2018.

Upon commencing employment with the Authority in September 2019 a priority for the AD G&R was to conclude and implement the 2018 Castle Review.

The 2018 Castle Review did not set focussed objectives at the start and much of the report sets the scene and provides context within which the Castle operates. 12

operating models were proposed whereby a variety of combinations were gently tested to determine how best to deliver Castle services.

It can be concluded that the 2018 Castle Review:

- was a bottom up process whereby current staff and the operation of current castle activities had informed and influenced both the proposed operating models and the recommendations of the report; and
- defines income generation and commercialisation in a very narrow way, with events not forming any part of creating additional income streams.
- The review did not seek to explore wider commercial options that would assist the long term viability of this important landmark asset

The Infrastructure, Safety and Growth Scrutiny Committee picked up inadequacies of the report following numerous discussions during its preparation. Having received feedback from scrutiny meetings it is clear the 2018 Castle Review wasn't comprehensive enough or challenging in its approach, hence the need to realign and revisit certain areas. There is of course the impact of a global pandemic now to consider in moving this forward.

Firstly a number of factors and issues have emerged since the 2018 Castle Review was conducted:

- Much of the data that underpins the review is relevant however, a number of years have already passed since the review was written.
- A re-structure has led to different personnel managing the Castle.
- There is a picture emerging of a culture at the Castle that is not directly orientated towards the needs of the Borough Council, and there is evidence of a silo mentality in its approach.
- Significantly, the re-opening of the Tamworth Assembly Rooms presents an opportunity unquantifiable at the time of the Castle Review. The newly created Arts and Events Team have skills and experiences that could be utilised and should be explored to determine if there are any benefits that can be realised by treating the Castle as a venue and a commercial venture. In particular the catering capabilities at the Assembly Rooms, has the potential to add value.
- The Councils Reset & Recovery programme has a specific workstream to consider the town's heritage, the work conducted on the 2020 Castle Review will form a vital part of this workstream.

Secondly, the financial facts and figures that underpin the castle spell out a difficult situation, and again this is against a worsening fiscal position for the authority due to the impact of the pandemic:

- Average paying visitor numbers over the last five years were 35,717, falling to 30,389 in 2019/20 and made up from 62% visitor admissions (average income £5.00 per head), 32% school visits (average income £6.13 per head) and 6% commercial events. (Albeit noting there are substantial, works underway in the Castle using the Heritage Lottery Funding grant assisted works).
- Additional spend per visitor in 2019/20 was on average just 19p in the Café and 70.4p in the Shop – both of these commercial outlets are running at a loss when the appropriate proportion of people and property and associated costs are applied.
- Average annual like for like income over the last five years was £225,764.69 falling to £198,836.96 in 2019/20.
- The 2020/21 Base Budgeted income for the current financial year of £220,387.00 is already unattainable because of the COVID-19 pandemic closing all activity.
- Tamworth Borough Council provides significant annual subsidy to sustain the Tamworth Castle Museum Collection & Archive, averaging £354,422.29 per annum over the last five years but increasing to £411,176.36 in 2019/20, equivalent to £1216.79 per day.
- The total budgeted subsidy for the current financial year of £381,780.00 is already unattainable because of the COVID-19 pandemic closing down all commercial activity. As a result, costs are likely to exceed £500,000.00 per annum in 2020/21 without any intervention. This has been exacerbated further due to lockdowns that have seen the facility closed since November 2020.

Coupled with this is the fact that there are immediate building related problems at the Castle that led in 2019 to a reduced ticket price, reflecting that the visitor experience had been down-graded. An infestation of pigeons has led to the closure of the (very special and unique) Intramural Passage and Dungeon and the Tower Roof has been closed since July 2019 due to problems with the slatted wooden floor.

The 2020 Castle Review

Taking a much deeper look rather than just concluding the already prepared 2018 Castle Review was necessary. The Castle had to be managed in a more focused manner and run on a more commercial basis with the visitor experience front and centre

To assist, the AD G&R appointed an external consultant to lead this review and this provided the much needed independence and fresh eyes necessary to deliver a clear and unbiased strategy. Added to this the selected consultant was a skilled retailer with commercial awareness, marketing experience, knowledge of how to deliver a product and someone with commercial management experience.

Appendix 1 provides the Castle Review presenting the findings and recommendations. Consultation was undertaken with Elected Members, the Council Management Team, Employees of Tamworth Castle and the Friends of Tamworth Castle. 27 respondents engaged on understanding the purpose of the Castle and the

emerging theme was a general consensus to commercialise the Castle & Museum, which in turn has informed the emerging strategy. The Consultation responses are provided in Appendix 2.

Since this work was commissioned, the Council has endorsed its own Reset & Recovery programme, and has a dedicated work stream relating to heritage matters and specifically the Castle. Therefore, the 2020 Castle Review will feed into the overall programme.

The outputs for the Castle Review 2020 were 4-fold:

- set out the Castle activities over a calendar year with a commercial view to maximise income and minimise cost, taking into account the opportunities at the venue;
- structure the management of staff at the Castle venue to support the strategy which emerges;
- seek to take a wider approach to consider the Castle as one of a number of venues offering services to paid customers across Tamworth and how this might be coordinated – including potential synergies through working with the newly formed Arts and Events Team, the Assembly Rooms offer and wider Marketing and Tourism opportunities;
- prepare a strategy that is reported to and supported by Members.

What needs to be borne in mind is that the Castle has the potential to change, become more self-sustaining and contribute more fully to the regeneration of the town centre. The Castle was an integral part of the Future High Street Funds Bid (FHSF) owing to the part it plays in supporting the town centre economy.

However these changes are not going to happen overnight, and particularly not during a Pandemic when fewer people want to engage with visitor attractions and also when the Borough Council are either restricting the number of people and activities that the castle can accommodate or mothballing it in line with Government guidelines, to reduce the impact of the virus on the population.

The Review Methodology and Findings

Critically it was necessary for Rob Holder to underpin the 2020 Castle Review by immersing himself in Castle activities and operations. Having fresh eyes and a critical approach enabled a clearer perspective on what was achievable in terms of meeting the brief and also what the barriers to being successful would be. Fortunately, this process began before the initial National Lockdown in March 2020. The approach and methodology to the project was broken down into the following three phases:

- Phase 1: 'As is': understand the operating model and ways of working.
- Phase 2: 'Purpose': identify and engage with key stakeholders on the Castle's role.

- Phase 3: 'Deliverable Strategy': make realistic and achievable recommendations.

These Phases were aligned to five themes;

1. Safe & Legal – Understand the safe & legal requirements of the site.
2. People – Understand the organisational structure and ways of working.
3. Visitor – Understand the end-to-end visitor experience.
4. Commercial – Understand all the commercial activity-taking place.
5. Community – Understand the role of the Castle in the community.

Key Findings

As a result of immersion into the Castle & Museum a number of themes started to emerge:

- The Castle building requires significant attention, the 2019 Condition Survey highlights no less than 130 actions deemed urgent / within one year due to Health & Safety concerns. Most of the recommendations remain outstanding.
- The Castle & Museum benefits from strong Curatorial experience but is lacking in overall Leadership and Management of the combined service. This has led to an unhelpful culture that is work to rule and anti-establishment (anti Tamworth Borough Council).
- The Organisational Structure is not resilient or fit for the future; it relies heavily on casual labour and does not support year round activity. Commercial activity is decided based on staffs needs and wants not visitor needs and wants.
- The Castle visitor attraction requires significant attention, of the 25 visitor areas 24% are currently closed to visitors and a further 48% are in need of improvement, this has led to the need to reduce entry price and reduced overall visitor dwell time.
- The Castle & Museum works in a silo and operates independently of the Castle Grounds and other Heritage buildings.
- The Castle undertakes a lot of activity; Visitors, Schools, Commercial Events, Weddings, Venue Hire - most of the activity conflicts at least some of the time impacting the visitor experience and stifling income generation.
- Income and Expenditure data is good and widely available but not utilised to make informed decisions on income generation, nor is it used to help educate staff to support delivering a financially viable proposition.
- The Archive & Collection exceeds 40,000 individual pieces, over 90% of it is locked away from public view and access, less than 10% of it is photographed so should anything happen to one of the stores it would be lost forever.
- 27 Respondents engaged on purpose and the emerging theme was a general consensus to commercialise the Castle & Museum, which in turn has informed the emerging strategy.

It is clear that the Castle requires more than just a re-alignment towards a more commercial venture. It has been necessary to pick apart its operation and activities

to re-build the way in which the Castle can coordinate multiple work streams whilst delivering an excellent visitor experience. The 2020 Castle Review takes each activity in turn and sets out the current 'as is' situation, it captures the consultation responses and then moves the review forward with recommendations and actions.

Individual sections within the report cover the following main activities:

- Visitors
- Retail Shop
- Upper Holloway Lodge
- Education and Schools
- Commercial Opportunities
- Weddings
- Venue/Room Hire
- Collection and Archive

Appendix 3 provides further detail on a Cost Benefit Analysis for each work stream. The Cost Benefit analysis takes the actions from the 2020 Castle Review (Appendix 1) and provides not only information on financial costs and returns but also a priority for the actions in terms of essential and desirable projects with timescales attached for delivery over the next three years. It is a clear road map for the delivery of the 2020 Castle Review.

A detailed assessment of the priorities indicates that very small amounts of investment are required to kick start activities and in many cases, no investment is required. In-fact the greatest opportunities to increase Castle income result from enhanced Opening Hours which has a similar staffing financial footprint as before and also the Fees & Charges which requires just time and effort.

To arrive at the priorities the Portfolio Holder Cllr Jeremy Oates has consulted with the Heritage Working Group. The Heritage Working Group has also considered a number of key issues that require immediate attention to enable activity to commence at the Castle when able to do so, such as fees and charges and opening hours. The current Castle team are preparing the Castle so that it can open in readiness for the Easter Holidays and this remains the plan until it becomes clear from the Government if a National Lockdown or further tiered restrictions apply.

Fees and Charges

The 2020 Castle Review demonstrates that the Fees & Charges architecture requires revisiting. It has been some time since it was last reviewed and there are a number of obsolete charges to be deleted and new charges that should be applied to maximise income generation.

The implementation of new proposed Fees & Charges which lists 16 new income generating activities could deliver between £8246.00 and £28960.00 per annum based on conservative projections by investing a bit of time and effort. In addition, taking the 2019/20 visitor number data for Adults, Family, Children and Concessions

and applying the new fees & charges could deliver an additional £49,242.55 per annum.

Castle Museum Core Visitor Opening Times

It is proposed to increase the operating window of the Castle & Museum to be open to the public from 1st February to 24th December, Tuesday to Saturday 0930-1630 and Sunday 1000-1600 (closed Easter Sunday).

2021 presents a unique opportunity with the grand opening of the new Saxon Battle & Tribute to market and promote the Castle & Museum far and wide. The benefit of opening the Castle & Museum to visitors for an additional 65 days based on the 2019 averages (visitor number and actual spend) could generate between £6581.25 and £26325.00 per annum based on the conservative projections set out in Appendix 3.

There are no additional costs associated with increasing the operating window as they have been included in the proposed Organisational Structure and associated costs.

Retail Shop

The retail shop has been relocated to an area of the Castle with increased footfall and needs to be walked through to exit the Castle. This relocation will increase income due to the opportunity it provides. The review also seeks to invest in Saxon specific merchandise, which aligns to the Battle and Tribute exhibition. It is anticipated that the investment in the Castle to deliver the exhibition will not only drive visitor numbers but also visitor expenditure.

As a result of increased footfall it is reasonable to assume an uplift in spend per visitor, moving it from the 2019/20 average of just 70.4p to £1.00 could generate upwards of £10,017.59 of additional income per annum.

It is estimated that £2500.00 of investment in Saxon specific merchandise should deliver no less than £8,333.00 of additional income..

Upper Holloway Lodge

The Castle Café has been relocated to the Upper Holloway Lodge and opened for three months in August 2020.

The Café Kiosk as a standalone unit is ideally placed to serve visitors to the Castle, events in the Castle Grounds and daily passing trade. Sales of £5326.48 in the 12 weeks it was open in 2020 almost exceeded the 2019/20 annual sales at the Castle.

Personnel costs have been included in the Organisational Structure and associated costs, the requirement for two personnel to be present is costly and impacts profitability, consideration should therefore be given to reducing to one member of staff during quieter times. An estimated cost of £3000.00 is needed to finish the fit out that was started by installing CCTV, Fire and Intruder alarm system.

It is reasonable to assume that the Café Kiosk will benefit from increased footfall and an uplift in spend per visitor because of the improved offer. In 2019/20 the average spend per visitor was 19p, increasing spend to 50p could generate £10,415.82 of additional income which would deliver circa £7,290.37. The £3000.00 needed would therefore pay back in under 3 years.

Education and Schools

It is essential to continue to offer an in-house Education & Schools programme for Key Stage 1 to Key Stage 4. Not only is this activity a significant income generator it also aligns to the Castle & Museums stated purpose; 'a unique monument offering an inspiring, entertaining and enjoyable learning experience to all users'. The current proposition is not marketed or promoted which presents a significant opportunity to increase occupancy and ultimately income generation.

In 2019/20 the Education & Schools programme accounted for 30% of total income generating £59,782.75. Costs are included in the new organisation structure and are reduced from 4 to 2 personnel taking advantage of the new on-line digital experience.

Occupancy in 2019/20 was 48% with no pro-active marketing or promotion. Increasing occupancy by to 15% in 2022/23 could generate an additional £8,538.47 of income based on the 2019/20 averages.

In addition, securing just 2 paid subscriptions of £300.00 per month over the 9 month school year to the new remote online learning platform could generate £5400.00 of new income.

Commercial Opportunities

Visitor numbers and income generating activity are in decline amidst a rising cost base. There are no costs associated with creating a year round calendar of paid commercial events. The Castle will market and promote events on social media and take bookings via the website. Events will primarily consist of small local businesses delivering relevant commercial events, a good example would be 'wreath making' at Christmas in the Great Hall and Townshend Room.

Income potential is largely unknown but it would be reasonable to assume that just one paid event per month for 25 people could generate £1375.00 of income. The detail of commercial possibilities with some modest income projections are set out in Appendix 3.

Weddings

Only five ceremonies were carried out in 2019/20 generating £4,854.15 of income. This area of income generation has never been properly marketed and the opportunity for a growth in weddings has never been better due to the Government restrictions because of the Pandemic.

Investing £2,500.00 for professional photography, professional venue dressing and marketing material will provide the framework required to properly market and promote the venue. This investment is also aimed at the inclusion of the Assembly

Rooms which, as a venue with catering facilities, has the potential to upsell the Weddings at the Castle to include food and drink packages or indeed a package which includes the wedding breakfast/evening entertainment at the Assembly Rooms itself.

Increasing bookings at the Castle by three in 2021/22 would pay back the investment in year 1. Delivering the very modest Projection 1 as set out in Appendix 3 would deliver £6,810.00 of additional income.

Venue/Room Hire

There are no costs associated with this income generating activity. Potential users will contact Assembly Room staff, make the booking and make the payment. The Borough Council will market and promote room and venue hire on social media and via the website.

It is important to note that two ground floor rooms have been repurposed to allow more small-scale business activity to operate without any impediment to the Castle visitors and their experience, which is the biggest income generator for the Castle.

The proposed Fees & Charges set the half-day rate at £70.00 and full day rate at £120.00. It would be reasonable to assume that one half day booking per week (children's birthday party) could generate £3360.00 of income per annum for very little effort.

The Arts & Events Team also have the option to book rooms at the Castle to extend their portfolio of events further.

Collection and Archive

A successful Cultural Recovery Fund bid has enabled the appointment of Consultants to start the process of review, rationalisation and digitisation of the Collection & Archive. Additional costs are largely unknown at this point but will become clear once the consultants have carried out their assessment.

The financial benefit is largely unquantifiable beyond having the Collection & Archive online for all to access and Holloway Lodge as a commercial asset ready for repurposing if the archive is transferred to Staffordshire County Council or another TBC asset such as the Amington store. Importantly, the review and rationalisation will reset the framework for ongoing management and preservation of the collection and archive.

Work already undertaken or underway

It is noted that some of the actions are already in the process of being delivered. At the end of the 2019/20 financial year the AD G&R put together a business case which was supported by the finance team that pulled together a number of salary underspends across the G&R directorate into a reserve fund.

The purpose of the Castle Reserve is twofold:

- address issues surrounding the reduced ticket price so that the price can be adjusted upwards to reflect the original castle experience and associated entrance price – thereby increasing income.
- generate stronger more sustainable income streams for the Borough Council which will offset castle expenditure.

The intention is to deliver the following approved projects:

- Pigeon clean up and prevention – intramural passage/dungeon/bin storage area and the well head.
- Re-opening the tower roof following extensive repair, this will also enable the flag to be used to mark national days of celebration.
- Relocation of shop and café out of the castle (in the wrong location/loss making) – to the Upper Holloway Lodge thus creating space then available for hire/further castle activities. New Café/shop then contributes more fully to the castle grounds and support activities and events in that space. This project also eliminates the competition that the previous occupiers of Upper Holloway Lodge had with the shop that they ran.
- Creation of a new shop in the Castle, which visitors will have to exit through therefore creating additional footfall and spend.
- Relocation of staff office to the Ferrers Room and the creation of further event space to improve accessibility or use for Castle activities. This project requires repairs to the building.
- Clearing out various spaces/rooms and outbuildings over run with paperwork and Castle ‘stuff’ so that spaces can be re-purposed to generate uses that can bring income into the Borough Council (The staff office/The Coach House) or be utilised to support Castle operations in a smarter way.

In addition to the above, the Castle team are taking a long hard look at the existing museum exhibits with a view to improving the experience with additional cleaning, interpretation and re-organisation. For example, the footbridge has been re-opened and the Castle ‘closet’ in the ‘Withdrawing Room’.

Other work underway at the Castle

Following competitive tendering, a contractor has recently been chosen to light Tamworth Castle and the Lower Holloway Lodge so that they can take centre stage and be restored as the town’s most notable landmark. The enhanced external lighting scheme will raise the Castle’s profile within both a local and national arena and offer the ability to join in with national and international special lighting occasions. This work will be completed during the financial year, subject to any further Government restrictions.

The momentum created and the clear direction that the Castle has because of the Castle Review 2020 and recent investment has underpinned a successful bid to the Governments Cultural Recovery Fund (CRF). The Council is now in receipt of approx. £250K to both support the Castle finances during the pandemic and also to invest and deliver services in a different and more modern way. In summary, the CRF will assist in delivering the digitisation of the Collection and Archive, a new

Augmented Reality Castle Trail and On Line Education Experiences, as set out in the Castle Review.

NEXT STEPS

The operation of a visitor attraction and museum during the Pandemic has been challenging. Following a long period of closure from March to August in 2020 the Castle re-opened to a limited number of visitors. Following the National Lockdown in November 2020 the museum has not been able to re-open due to either Tier 3, Tier 4 or lockdown Government restrictions. At the point of writing this report in February 2021, it is unclear when the current restrictions will be lifted.

Until the latest round of restrictions were imposed the intention was to re-open the Castle in the spring 2021, more specifically aiming for the Easter holidays if Government guidance permitted.

It is looking increasingly unlikely that this timetable will be possible due to the severity of the Pandemic during January 2021. That said, works continue at the Castle to ensure that the Castle will be ready for opening should the Borough Council be in a fortunate position to do so. Key decisions around Opening Hours and Fees & Charges are integral to the opening process. This will require a corresponding Appointments and Staffing Committee to sign off a new Organisational Structure, the purpose of which will support the new activities and operations. Of importance is the recruitment of a Castle Manager to take the lead in delivering the Castle Review recommendations.

The reviews findings and recommendations cannot be implemented quickly given the uncertainty we still face. Appendix 3 outlines a three year timetable for the delivery of essential items to generate further income at the Castle. In terms of investment, the Review demonstrates that for a small amount of investment more income can be generated. The Castle team will either bid for external money to complete outstanding recommendations or a bid for Capital money will be made at the appropriate time during the Borough Council's financial year. Of importance is that the Review can underpin any bids submitted.

The work of the 2020 Castle Review forms part of the Reset and Recovery workload.

OPTIONS CONSIDERED

The 2020 Castle Review looked at a range of options around the retention of the building and scope of the change that the Castle could undergo. The review looks at disposal of the asset, do something or do nothing. A benefits and risks analysis was undertaken of seven options which ranged from selling the castle and disposing of the archive to a fully commercialised Castle to include the archive which built upon its current operating model. This latter option was ultimately selected for more detailed consideration.

RESOURCE IMPLICATIONS

Covid has had a significant impact upon visitor numbers at the Castle. The Castle was open from August through to the end of October 2020 and during this time; the number of people who were able to visit in any given hour was restricted to allow for socially distanced visits. This was achieved through pre-booked tickets that have specific turn up time slots. In addition, the education programme was ceased until such time that it is safe to return to it. Focussing operations on a small core activity has led to a number of redundancies.

To re-open the Castle to accommodate more activities over the next financial year will require a new organisational structure. This is costed and forms part of the review.

Any additional resourcing costs, including the additional cost of the new organisational structure of c.£30k p.a., will be met through the forecast additional income outlined within the report.

Implementing the income generating recommendations in this report could deliver additional income upwards of £109,985.68 per annum (combined totals of additional income highlighted in green in Appendix 3) post pandemic and based on modest projections. Additional income generated should be used to offset against the current level of subsidy required from Tamworth Borough Council.

Any costs associated with each income generating recommendation will be reflected in the budget prior to its implementation, funded through the forecast additional income.

LEGAL/RISK IMPLICATIONS BACKGROUND

- The Castle runs the risk of standing still and losing custom and confidence of the market without further investment. Loss of confidence and lack of investment will lead to lower customer visits and loss of income, which is a continuation of the current trend.
- Without continued growth, the infrastructure of the Castle and its preservation could become an issue.
- Developing and implementing the proposals could affect staff morale. This will be mitigated through briefing staff and engaging with them through the process.

SUSTAINABILITY IMPLICATIONS

The Castle needs to make necessary changes to the way it operates to ensure it remains competitive in its field and increase the number of visitors. Increased visitor numbers, activities and secondary spend will ensure the Castle has greater longevity as an attraction and the potential to deliver ongoing conservation of the building.

Increasing opportunities for the public to visit and ensuring that the service operates effectively and cost efficiently, will enable the Castle over time to reduce its subsidy by Tamworth Borough Council.

BACKGROUND INFORMATION

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REPORT AUTHOR

Anna Miller, Assistant Director – Growth and Regeneration

LIST OF BACKGROUND PAPERS

Report to Infrastructure Safety and Growth Scrutiny, 13th September, 2018

Report to Cabinet, 27th September, 2018

Report to Infrastructure Safety and Growth Scrutiny, 21st January 2019

Verbal Report to Infrastructure Safety and Growth Scrutiny 12th September 2019

Report to Infrastructure Safety and Growth Scrutiny, 24th November 2020.

APPENDICES

Appendix 1: Castle Review

Appendix 2: Consultation Responses

Appendix 3: Cost benefit analysis and recommendation priorities

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**REPORT TO THE PORTFOLIO HOLDER FOR
HERITAGE & GROWTH**

**TAMWORTH CASTLE, MUSEUM
COLLECTION & ARCHIVE REVIEW 2020**



REPORT AUTHOR

Rob Holder, MEARL Consultancy

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PURPOSE OF THE 2020 REVIEW

The 2020 Tamworth Castle Review has been commissioned by the Assistant Director; Growth and Regeneration as a result of the Castle Review (2015-2018) being concluded but not fully implemented.

Its purpose is to assess the Castle review (2015-2018), address emerging issues and prepare a deliverable strategy which:

- Sets out Castle activities over a calendar year with a commercial view to maximise income and minimise cost, taking into account the opportunities at the venue.
- Structure the management of the staff at the Castle venue to support the strategy which emerges.
- Seek to take a wider approach to consider the Castle as one of a number of venues offering paid services to customers across Tamworth, and how this might be coordinated, including potential synergies through working with the newly formed Arts & Events Team, Assembly Rooms and wider Marketing & Tourism opportunities.

BACKGROUND INFORMATION

Tamworth Castle is an English Heritage designated scheduled ancient monument, established at Tamworth in around 1086 having been built by the Normans. It is believed that Saxon's (650-1066) inhabited the site before Norman occupation (1066-1154). The History of the Castle is rich and includes Medieval (1154-1485); Tudor (1485-1603); Stuart (1603-1714); Georgian (1714-1837) and Victorian (1837-1901) occupants.

It was purchased for the people of the Borough in 1897. Since then it has held collections and maintained a museum, the current collection and archive exceeds 40,000 pieces.

The Castle and Museum Forward Plan 2014-2019 describes Tamworth Castle's Purpose as;

'A unique monument offering an inspiring, entertaining and enjoyable learning experience to all users. Through the collection, conservation, interpretation and exhibition of the museum's collections and buildings, we strive to maximise access to and understanding of, Tamworth's heritage.'

EXECUTIVE SUMMARY

The first meeting of the 'original' Castle Review (2015-2018) took place on 20th November 2013, whilst the Castle Review 2015-2018 was concluded its recommendations to structure the staff; reduce its reliance on casuals; maximise income and Increase self -financing of projects were not fully implemented. As a result some of the Tamworth Castle & Museum staff believes they have been under review since 2013.

The approach taken to delivering the 'current' 2020 Tamworth Castle Review consisted of three phases: Phase 1 – 'As Is'; Phase 2 – 'Purpose' and Phase 3 – 'Deliverable Strategy', all aligned to five themes: Safe & Legal; People; Visitor; Commercial and Community.

As a result of Phase 1 – 'As Is' a number of themes started to emerge which led to developing a 'Maintain and enhance the asset' strategy for the 2020/21 season. This included 'pre-season opportunities' within the Castle & Museum along with discussions on the potential repurposing of the Upper Lodge, the Lower Holloway Lodge and The Coach House & Stable buildings. Whilst the COVID-19 pandemic stopped all activity in March 2020 recommendations within the 'Maintain and enhance the asset' strategy were approved and funding was secured by the Assistant Director; Growth and Regeneration to progress and deliver a number of projects.

The Castle building requires significant attention and investment as documented in the 2019 Purcell Castle Condition Survey, the report details 130 actions deemed urgent / within one year due to Health and Safety concerns. Early strategic engagement with Historic England to agree a realistic programme of planned investment for ongoing maintenance is required to ensure the affordable delivery of a safe and legal Castle building to support maximising income generation.

All Elected Members, Council Management Team, Castle Staff and The Friends of Tamworth Castle were engaged to help shape the Castle's 'Purpose' and asked: "Is the Castle important to Tamworth Borough Council?, if so why?; What is your view on the current Castle offer (visitor / museum / collection)?; Do you think the Castle or its current offer should change?, if so what would you like to see at the Castle that is different and why?; What opportunities exist across the authority to support the ongoing activities at the Castle and how?"

27 responses were received consisting of 8 Elected Members, 6 Council Management Team, 11 Castle Staff, 2 Friends of Tamworth Castle; the overall majority confirming the Castle's importance to the Borough Council, both politically and to the wider community but at a significant cost to the tax payer. Furthermore the offer does need to change, its identity 'a Norman Castle' and its purpose 'telling the story from a Saxon Settlement to present day' made clear. Subsidy needs to reduce and the Castle & Museum needs to operate within the wider portfolio of venues, not as a standalone destination.

In 2019/20 the Castle & Museum Collection opened its doors to the general public for 232 days generating an average daily footfall of 81 with a high of 505 (Friday 19th April) and low of 4 (Wednesday 4th June). Extending the opening of the Castle & Museum Collection from 1st February through to 24th December would create an additional 65 days opportunity for potential income generation (28% increase), which is significant given the Castle's daily cost in 2019/20 of £1,126.51 (includes recharge and depreciation) to Tamworth Borough Council.

Closing the Castle and Museum for the month of January would provide a targeted window of opportunity to complete essential cleaning, maintenance, training and coordinated pre-season works.

As a visitor attraction the Castle, Museum Collection & Archive has declined and needs to be addressed. Despite previous successful Heritage Lottery Funding and an ongoing HLF project to deliver a new Battle and Tribute exhibition visitors are unable to walk around the exterior of the Castle (loose masonry); unable to access the Intramural Staircase and Dungeon (pigeon guano); unable to access the Tudor Foot Bridge (water damage); unable to access the Tower (floor unsafe); unable to access part of the Parapet Walk (loose masonry); unable to access some internal rooms (poor state of repair); unable to follow the Castle's history (room interpretation unclear) which has all led to the need to reduce admission prices.

The ground floor of the Castle is small and whilst the upper floors are larger they are inaccessible to less able visitors, not helped by the absence of any online virtual experience.

The Castle, Museum Collection & Archive isn't seen as a 'whole day out' resulting in low visitor dwell time and having an adverse impact on café and shop income. Some TripAdvisor commentators refer to a 45 minute visit and so the Castle, Museum Collection & Archive in its present form probably also couldn't really be considered a 'half day out' either.

Visit England awarded Tamworth Castle 84% for the overall quality of visitor experience in May 2019 and at the time of writing this report the TripAdvisor rating is 4.5/5.

Museum Accreditation Status lapsed in November 2019 as a result of staff illness over the summer of 2019, a short extension was granted into the 2020 and then a further extension granted as a result of the COVID-19 pandemic. The process of Museum Accreditation Status renewal now needs to be completed by April 2021 and should not be underestimated.

Despite declining visitor numbers the visitor mix has been consistent over the last five years; 37% Adult, 12% OAP, 16% Child, 22% Family, 9% Infant and 4% other. Competitor analysis signals the opportunity to revisit admission prices and introduce new ticket options at the Castle.

Website traffic and social media engagement is mixed and therefore presents a significant opportunity when used in conjunction with the Tamworth Castle Audience Plan and the Tamworth Castle Marketing Plan to inform and support short to medium term business planning.

Average paying visitor numbers over the last five years were 35,714, falling to 30,389 in 2019/20 and made up from 62% visitor admissions (average income £5.00 per head), 32% school visits (average income £6.13 per head) and 6% traditional Castle commercial events.

Additional spend per visitor in 2019/20 was on average just 19p in the Café and 70.4p in the Shop – both of these commercial outlets are running at a loss when the appropriate proportion of people and property and associated costs are applied.

Average annual like for like income over the last five years was £225,764.69 falling to £198,836.94 in 2019/20 made up from a majority £102,813.50 visitor admissions and £59,292.75 schools programme.

The 2020/21 Base Budgeted income of £220,387.00 is already unattainable as a result of the COVID-19 pandemic closing all activity. Commercial opportunities do exist and should be developed and implemented with the aim to increase profitable income and reduce current levels of subsidy provided by Tamworth Borough Council.

Tamworth Borough Council provides significant annual subsidy to sustain the Tamworth Castle Museum Collection & Archive, averaging £354,422.29 per annum over the last five years but increasing to £411,176.36 in 2019/20, equivalent to £1,126.51 per day.

At the time of writing this report total budgeted subsidy for the 2020/21 financial year of £411,640.00 is already unattainable as a result of the COVID-19 pandemic closing down all commercial activity. As a result costs are likely to exceed £500,000.00 per annum in 2020/21 without any intervention.

The overarching aim of this review was to ‘address emerging issues and develop a deliverable strategy’. It didn’t take into account the COVID-19 pandemic which in turn has prompted a dynamic response to some activities, including but not limited to the relocation of the Castle Café and Shop into the Upper Holloway Lodge. The project was turned around quickly with the aim to generate much needed income, protect jobs, provide a service to the community and support town centre regeneration more widely.

The success of Tamworth Castle Museum Collection & Archive should be measured on the overall performance and contribution from the Castle and Museum, Upper Holloway Lodge and the Castle Grounds and potential repurposing of buildings located within the Castle footprint, namely Lower Holloway Lodge and the Coach House & Stables.

THE CASTLE REVIEW (2015-2018)

The first meeting of the Castle review took place on 20th November 2013, with its aim to look at all aspects of the service with a view to improving delivery as part of the Council's Sustainability Strategy. At that time a series of service review forms captured baseline data upon which initial outcomes / risks were observed. The following were the main recommendations from that review:

- **Structure of the staff should be reviewed to take into account the possibility of generic staff. The review should strengthen the management of the castle allowing for future direction development and strengthen operational control;**
NOT IMPLEMENTED
- **The structure and establishment should be reviewed reducing the reliance on casual staff and increasing the operational knowledge of staff;**
NOT IMPLEMENTED
- **The opening / closing and offer of delivery should be reviewed to maximise income whilst controlling the demand and time of demand;**
PARTIALLY IMPLEMENTED
- **The Castle needs to find a way of financing improved IT and promotional packages to protect the business and its future potential;**
PARTIALLY IMPLEMENTED

The service review baseline data also put forward a series of objectives to follow:

- **To review the staff roles and responsibilities to ensure an improved focus on commercial, both at strategic and operational level;**
OUTSTANDING
- **To identify areas of the service which would provide greater opportunity to increase income;**
OUTSTANDING
- **To ensure that conservation and preservation are maintained as a priority;**
ONGOING
- **To look at the demand made by the public on the service and to ensure that the demand is being managed in a financial and customer service method;**
ONGOING
- **To incorporate recent scrutiny recommendations on marketing, promotion and income generation;**
ONGOING

INTRODUCTION

After careful consideration and utilising my retail leadership experience I decided that my approach to delivering the 2020 Tamworth Castle Review would consist of three phases:

- **Phase 1 – ‘As Is’ (Understand the current operating model and ways of working)**
- **Phase 2 – ‘Purpose’ (Identify & engage with key stakeholders on the Castle’s role)**
- **Phase 3 – ‘Deliverable Strategy’ (Make realistic and achievable recommendations)**

To help me better understand the current operating model and current ways of working I focused on five key areas:

- **Safe & Legal – Understand the safe and legal requirements of the site**
- **People - Understand the organisational structure and ways of working**
- **Visitor - Understand the end to end experience (including website & social media)**
- **Commercial - Understand all commercial activity taking place**
- **Community - Understand the role of the Castle in the community**

PHASE 1 – ‘AS IS’

In order for me to set out a deliverable strategy I first needed to immerse myself in the operation and seek to understand the operating model and working practices, the ‘As Is’ position.

This was a natural starting point for me given my extensive experience and proven track record of delivering commercial success as a John Lewis business unit leader, where upon each appointment, my approach would be to quickly understand culture and working practices, build relationships with internal and external stakeholders and develop ‘People’ focused ‘Results’ orientated business plans.

As such I set out to understand the current ways of working and attitude towards; Safe & Legal, People, Visitor, Commercial and Community in the Tamworth Castle Museum Collection & Archive.

I was welcomed into the Castle by the Head of Castle and team and they had a willingness to talk to me, answer my questions and share their experience and opinions with me.

My first impression of the Castle from a working environment was poor, I noted an absence of pride in the workplace, most noticeably the unacceptable state of repair of the main office where the ceiling was held intact by plastic sheeting and supported by acro props. The surrounding corridors were used to house overflowing excess stock, the staff room was chaotic and cluttered and the cellar was bursting at the seams. I observed Café and Shop stock stored in multiple locations and I was concerned that Café stocks were not stored with the appropriate due diligence in mind.

In my opinion the acceptance of low standards rather than the setting of high standards were evident in visitor areas. Cleanliness levels were unacceptable, visitor messaging and branding across the venue were inconsistent and little attention given to the visitor touch points or end to end experience. An example of the latter included me calling the Castle and Museum out of hours, the answerphone message was poor and out of date, no information was provided to reference me to Castle opening hours, admission prices or the website.

I observed an absence of visual leadership from the Head of Castle & Museum and a general lack of setting of direction for the team. The Head of Castle & Museum and the Education & Events Officer appeared to be totally focussed on delivering the new Battle and Tribute project, whilst important, resulted in the small nucleus of permanent staff dealing with and managing everything else in relation to the running of the Castle and Museum.

Having spent time with a number of the team it was clear to me that they were ideas rich but time poor and they had become established in a cycle of 'fire-fighting' and reacting to situations rather than being planned and pro-active brand ambassadors of the Castle.

In my opinion the organisational structure does not support the delivery of a great place to work or indeed visitor experience and relies heavily on non-contracted casual labour. I witnessed first-hand events being cut short and daily frustrations of managing shortfalls in resource as a result of short notice calls from casual members unavailable to work.

Investment in the team whether appraising their performance or developing their skill appeared to have all but disappeared and the culture I observed was one of siloed working and of more concern, anti-establishment (anti Tamworth Borough Council).

A culture of silo working was corroborated as a result of me spending time with key stakeholders namely the Health and Safety; Human Resources; Marketing and Public Relations; Business Support and Finance teams. The more I engaged the more I became aware of how frustrating it was for internal service areas to do business with the Castle and Museum, echoed by some Town Centre Business's and the Friends of Tamworth Castle.

During the early weeks I identified a number of quick wins and also raised concerns relating to areas requiring immediate attention. I also set about and addressed a number of issues in the Café and Shop as a result of my commercial and leadership background at little to no cost with just a bit of effort. This work was not part of my brief but I found the situation difficult to ignore so set about making changes that would benefit the Castle and Council.

Understanding the 'As is' also led to some worrying discoveries relating to Safe & Legal compliance, namely out of date certification, out of date risk assessments, absence of staff signatures against training, inadequate provision of first aid at work and the absence of DBS safeguarding certification, all of which needed to be resolved to ensure the safe operation of the Castle in the short term and with immediate effect.

A number of themes started to emerge which led to developing a 'Maintain and enhance the asset' strategy for the 2020/21 season. This included 'pre-season opportunities' within the Castle & Museum along with discussions on the potential repurposing of the Upper Lodge, the Lower Holloway Lodge and The Coach House & Stable buildings. Whilst the COVID-19 pandemic stopped all activity in March 2020 recommendations within the 'Maintain and enhance the asset' strategy were approved and funding was secured by the Assistant Director; Growth and Regeneration to progress and deliver a number of projects (See Appendix 1).

In concluding Phase 1 it was clear to me that a number of opportunities within the Tamworth Castle Museum Collection & Archive have been missed over the years ultimately impacting the delivery of a safe and legal site, staff and visitor experience, income generation and profit.

PHASE 2 – ‘PURPOSE’

To deliver the Castle Museum Collection & Archive operating model Tamworth Borough Council subsidised the Tamworth Castle, Museum Collection & Archive by £411,176.36 (including charges within fund) in 2019/20. This was equivalent to £1126.51 per day and despite the Castle generating £198,836.94 of income from commercial activity.

The 2020/21 budget is already unattainable as a result of the COVID-19 pandemic closing down all activity. It is therefore reasonable to assume that total subsidy will exceed £500,000.00 in 2020/21, the equivalent to £1369.86 per day.

Phase 2 of the review sought to understand the Castle and Museum journey then explore and determine the Tamworth Castle Museum Collection & Archive ‘Ultimate Purpose’ by engaging with key stakeholders, namely Elected Members, the Council Management Team, Castle Employees and the Friends of Tamworth Castle.

Consideration was also given to the Tamworth Borough Council Corporate Plan 2019-2022 Vision, Purpose and Strategic Priorities (People & Place and Organisation):

- **People & Place - To facilitate sustainable growth and economic prosperity. To work collaboratively and flexibly to meet the needs of our communities. To create a new and developing vision for the continued evolution of Tamworth, including a town centre fit for the 21st century.**
- **Organisation - To be financially stable. To ensure our decisions are driven by evidence and knowledge.**

Engagement:

Whilst my preference was to engage face to face with key stakeholders the COVID-19 pandemic prohibited me from doing so. With the agreement of the Assistant Director; Growth and Regeneration I engaged with my audience via an email survey to invite views on the questions I believe needed to be answered:

1. Is the Castle important to Tamworth Borough Council? If so why?
2. What is your view on the current Castle offer (visitor / museum / collection)?
3. Do you think the Castle or its current offer should change? If so what would you like to see at the Castle that is different and why?
4. What opportunities exist across the authority to support the ongoing activities at the Castle and how?

Summary of Engagement:

Engagement with consultation was high and resulted in over 30 pages of verbatim comments from the 27 respondents, made up by 8 Elected Members, 6 Council Management Team, 11 Castle Staff and 2 Friends of Tamworth Castle.

As a result of all of the feedback received I have produced a separate report 'Tamworth Castle Museum Collection & Archive Review 2020: Consultation Responses'.

Here is just a sample selection of the consultation responses;

- **It is deemed of political and historical value by the council and more so by a number of its members.**
- **We should look at the castle and its integration with the buildings around it like the gatehouse and understand how these can work together.**
- **My view is that the council's philosophy was highly ideological in that they wanted to outsource services and were very disappointed when the attempt to set up a trust, c.2011, did not work. There was then a policy vacuum and the Castle suffered from strong silo culture. The castle was run by a specialist, and no-one to whom they reported had any drive to do anything other than pare the budget back. In my view, the subsequent review process exposed this all too clearly. The castle could be developed as part of an overall heritage strategy but as the failure of the recent heritage bid shows, this is not an easy process. I have mentioned the silo issue.**
- **Need to hear more about what we can do rather than what we can'. Need to be able to articulate what the castle is here to do vs what it isn't here to do. How do we spark more enthusiasm in residents to visit the castle, even if it's to shop or enjoy the café?**
- **I am aware that the Castle Museum keeps a catalogue of the items they hold. I am also aware that this catalogue is not available to general viewing or reviewing. As with all museums ninety percent of the items held are not on display. Thus, with no access to the catalogue, only a handful of people can possibly know what is there. Every science and history programme, magazine podcast etc., features stories of items held in museums – sometimes for decades – which have suddenly been identified as an item of great importance. As new eyes, new ideas, new methods and new researchers become available, these all offer a fresh perspective on items held below stairs, artefact which would do nothing more than gather dust. To raise the profile of the castle and museum is simple; publish the catalogue online.**
- **The castle is a major heritage asset to the town but it is very hard to run at a cost that affordable, especially since austerity led to a major cut in central government funding to local authorities. To some extent the totemic status of the castle has shielded it but it is increasingly difficult to fund especially in the modern tourist market.**

- I am one of the events team and I would say that events need to be properly staffed and properly advertised.
- I understand from other staff that we do less weddings than we used to, and this can only be as a result of marketing so that is an area we need to look at. As we offer the Castle for weddings, doing a couple of Wedding Fairs a year would be worth looking at. In Tamworth and Atherstone there are at least (before lock down) three bridal gown shops, along with other local wedding suppliers. Wedding fairs would bring in a reasonable income as in my experience when marketing my Real Flower Confetti Business each table cost between £1-200 and then the visitors still paid to get in. We could actually use many of the rooms in the castle not just the great hall and the ramp for wedding cars. We could also extend our offer to include a drinks reception along with the ceremony, and the Castle could also sell the Assembly Rooms as a reception venue. The Assembly Rooms has the facilities to produce a four course meal (I have been told) so once we have sold the Castle as a venue for the ceremony it would be an easy up sell to include the Assembly Rooms for the Reception. I did this myself last year and did forward details on as opening were delayed for a further three months, had I been able to take the couples across I am certain it would have secured a booking! For couples getting married continuity and confidence is everything so I would suggest that as the Castle is where the ceremony takes place it would be better for us to remain the main point of contact.
- Whilst the Assembly Rooms have cleaners on a daily basis, we have nothing at the Castle, The Front of House staff combines cleaning with other duties, but it is impossible when we do not have any hours devoted to cleaning. The Castle would benefit from having a regular cleaner but also one who can tackle high areas such as the ceiling in the Great Hall.
We have an infestation of pigeons which mean that on a daily basis FOH have to clean the Court Yard, the bin area which is disgusting (Bearing in mind that the same staff then has to continue working FOH). The Intramural Passage and dungeon have been closed as a result of pigeon poo, for more than a year. This is an unacceptable situation and not a FOH staff job, the Council really need to find the funds to ensure that the Castle has specialists who come in and ensure that these areas are cleaned and open to the public. The Tower has been closed due to problems with the slatted wood on the floor of the roof again reducing the offer we can give visitors, so over the past year the following areas have been closed: - Intramural Passage, Dungeon, Tower and what was Tamworth Story, drastically reducing the offer to visitors.
- Opening Hours, We have summer and winter opening hours, and only open to the public at weekends from October to April, apart from school holidays when the opening hours may be different again! There are a number of issues with this, firstly there is no consistency and hours may be advertised and then changed but the marketing not updated which means the weekend FOH staff in the winter deal with some very angry customers. As a Visitor attraction which is often thought to be National Trust or English Heritage we should align our opening hours to theirs,

quite often even the staff get confused as to whether we are opening at 10 or 10.30 closing at 2.30 or 3 or 4 depending on what is happening.

- The Castle is an iconic structure within the town and should be treated as such. More local advertising and making the place exciting to visit for adults and not just children. It needs a regular team of cleaners to look after the place, over the past 12 months whilst taking parties on guided tours I have had customers comment to me that the building is looking dirty, grubby and not loved and to be honest, when I look at the place 'through a visitors eyes' I can see exactly what the mean. In my opinion the castle needs the love and attention to make it the jewel in the Tamworth's crown that it surely can be and not just a forgotten blot on the landscape. That together with correct targeted marketing can make the castle a wonderful and memorable place for visitors and staff alike and a 'gold mine' for the council. However, I do understand that these measures come at a cost, but as you know there is such thing as standing still in business you are either investing to move forward or you are failing.
- My thoughts on staffing, as you are aware there are three members of management within the castle, all of which I hold in high regard and look at them not only as managers but also as a friends, so I feel that I have to careful what I say and that you will be discrete in what you in what you pass on. One of things I've noticed on more than one occasion when there are 3 managers they don't always pull in the same direction, which can cause a dip in motivation for the team. I fully understand that these differences can at times be through a clash of personalities, difference of opinion, ideas and even the stresses of the job. My choice of management structure for the castle would be to have one manager who is, dynamic, forward thinking, and a slight risk taker and fully focused on doing whatever is needed to drive the castle forward with in the community and further afield.
- I think the castle is very important to Tamworth council or at least it should be. It's such a unique place in our town and if marketed properly is essential to our town's heritage and tourism. I think currently the castle is seen as an issue within the Council due to the actual cost of upkeep, but if there was investment in advertising and putting on more events it could definitely bring in more income. I think our current offer on the castle admission is fine, but I don't think the museum / collections are even known to the general public. I know originally they were planning to do tours of the collections in Amington industrial estate and I think if that was a possibility that would be great. I really enjoy the events we have put on and I think the visitors that regularly come enjoy them. But I do think they are not advertised enough. There are still people in Tamworth that don't know we have a castle, or think it's in ruins inside, despite the fact it is in the town centre. Our events are fantastic and if we had a better social media presence I think they would be a lot more popular.
- Light the outside of the castle, more events parties private functions. Manager has been left to get on with it, challenging individual and sees change as a threat, strangling the castle. Take back the kiosk and repurpose the lodge and coach house, they are expensive assets. Arts and Events have always been separate (e.g.

St George's Day), they need to be aligned. Relaunch Heritage Day to get locals back in love with the castle, make it council and events team led. The 1970's adverts on social media don't work. Involve schools and the community to sponsor projects (name on a brick etc.). Deliver quick wins with ambition and set out longer term plans. Deal with the pigeon problem in the town. The castle is part of Tamworth, as a castle and museum, its part of our heritage. The current manager has a curator role and finding pots of money but isn't the person to take the castle forward.

- **Full cooperation with Tamworth Assembly Rooms for a bespoke wedding and catering package with a co-ordinator. Limited opening times as a museum – could this be done on selected days perhaps. Continued schools programme and maybe open this up for community groups etc. rather than public opening. Special events to continue – Easter/Bank Holidays/Christmas etc. Could the shop at the bottom be the entrance kiosk? Provide a more limited café with vending machines rather than food service – unless the kitchen is upgraded.**
- **Greater clarity on what the venue is – ‘Tamworth Castle Museum and Grounds’. It is currently marketed and promoted as Tamworth Castle, no mention of Museum or its relationship to the Castle Grounds especially the Scheduled Ancient Monument on the Castle website, yet Tamworth Castle has had museum status for a number of years and something we work hard for and pride ourselves in.**

A separate report on the Castle, Museum Collection & Archive consultation verbatim can be viewed independently of this report.

The image shows the cover and introduction page of a report. The cover features a wooden background with the Tamworth Castle logo in the top left. The main title is 'REPORT TO THE PORTFOLIO HOLDER FOR GROWTH AND REGENERATION' and 'TAMWORTH CASTLE, MUSEUM COLLECTION & ARCHIVE REVIEW 2020: CONSULTATION RESPONSES'. At the bottom, it says 'REPORT AUTHOR: Rob Holder, MEARL Consultancy' and the Tamworth Borough Council logo.

The introduction page has a yellow background with a red banner at the top that says 'INTRODUCTION'. It includes a circular photo of people at the castle. The text reads: 'Elected Members, Council Management Team, Employees of Tamworth Castle and the Friends of Tamworth Castle were engaged via email and invited to help shape the Castle's 'Purpose' by being asked,' followed by four numbered questions. Below the questions, it states: '8 Elected Members, 6 Council Management Team, 11 Employees of Tamworth Castle, 2 Friends of Tamworth Castle responded and the verbatim comments with names removed are grouped and set out below.'

The 'Councillor Verbatim' section starts with 'Is the Castle important to Tamworth Borough Council?' and lists several bullet points. A quote bubble on the right says 'Yes it's the backdrop of the town.' The 'If so why?' section follows with more bullet points.

At the bottom of the page, it says '2 TAMWORTH CASTLE, MUSEUM COLLECTION & ARCHIVE REVIEW 2020: CONSULTATION RESPONSES'.

OPTIONS CONSIDERED

Tamworth Castle was purchased for the people of the Borough in 1897. Since then it has held collections and maintained a museum, the current collection and archive exceeds 40,000 pieces.

Through conversations I am aware that Tamworth Borough Council has previously considered despatching the Tamworth Castle Museum Collection & Archive but to no avail.

In considering the question 'Is the Castle important to Tamworth Borough Council' I assumed a number of potential outcomes, they were; 'No' (Dispose of the Asset), 'Neutral' (Do Nothing), 'Yes' (Do Something).

This led to me exploring a range of options which are set out below, all with benefits and risks attached;

1. Sell the Castle and dispose of the Museum Collection & Archive (*Assumes the Castle can be sold and the Museum Collection & Archive can be disposed of*).

Safe&Legal	What is the legal implication, can the Castle be sold and can the Museum Collection & Archive be disposed of?
People	Need to understand the cost of redundancy and/or redeployment of staff.
Visitor	Need to understand and plan to mitigate the local and regional impact. Need to consider importance of Heritage and link to Future High Street developments.
Commercial	Need to understand the cost of sale, the cost of transferring the museum collection and archive, repaying HLF funding (phase 1 and phase 2), and redistribution of 'charges within fund' elsewhere within Tamworth Borough Council.
Community	Significant community engagement and support required as to why this is the preferred option. Provide opportunity for the community to counter the sale and establish a community buy out trust? Need to plan and mitigate the potential public backlash.
Benefits:	Long Term Financial
Risks:	Short Term Financial, Town Centre Impact, Heritage Impact, Community Impact

2. Let the Castle and dispose of the Museum Collection & Archive (*Assumes the Castle can be let and the Museum Collection & Archive can be disposed of*).

Safe&Legal	What is the rental potential of the building given its current state of repair; can the Museum Collection & Archive be disposed of?
People	Need to understand the cost of redundancy and/or redeployment of staff.
Visitor	Need to understand and plan to mitigate the local and regional impact depending on its future purpose. Need to consider importance of Heritage and link to Future High Street developments.
Commercial	Need to understand cost or preparation for rental, cost of transferring museum and archive, repaying HLF funding (phase 1 and phase 2), redistribution of 'charges within fund' elsewhere within Tamworth Borough Council, responsibility for ongoing building maintenance and costs.
Community	Significant community engagement and support required as to why this is the preferred option. Provide opportunity for community to counter the rental agreement and establish a community trust? Need to plan and mitigate the potential public backlash.
Benefits:	Long Term Financial
Risks:	Short Term Financial, Town Centre Impact, Heritage Impact, Community Impact

3. Mothball the Castle along with its Museum Collection & Archive (Assumes Tamworth Borough Council continues to subsidise the Castle to meet English Heritage requirements and Arts Council England support the Museum Collection & Archive being removed from public display but retained).

Safe&Legal	Need to engage with Historic England and Arts Council England to understand the minimum expectations to ensure legal requirements and ethical responsibilities are met.
People	Need to understand the cost of redundancy and/or redeployment and ongoing caretaking / collections management resource requirements and associated costs.
Visitor	Need to understand and plan to mitigate the local and regional impact. Need to consider importance of Heritage and link to Future High Street developments.
Commercial	Need to understand the building and associated costs for maintaining the Castle, Museum Collection & Archive, repaying HLF funding (phase 1 and phase 2), redistribution of 'charges within fund' elsewhere within Tamworth Borough Council.
Community	Significant community engagement and support required as to why this is the preferred option. Provide opportunity for community to counter the mothball proposal and establish community trust? Need to plan and mitigate the potential public backlash.
Benefits:	Short Term Financial
Risks:	Long Term Financial, Town Centre Impact, Heritage Impact, Community Impact

4. Retain ownership of the Castle but transfer management of the Castle, Museum Collection & Archive into Trust (Assumes Tamworth Borough Council want to retain ownership of the asset and a new or existing trust can be found to manage the Castle, Museum Collection & Archive).

Safe&Legal	What is the legal implication, where does liability sit, what would contractual arrangements entail?
People	Need to understand costs associated with TUPE / redundancy and/or redeployment of staff.
Visitor	Potentially little impact on visitors.
Commercial	Need to understand the costs associated with transfer, contractual and legal arrangements including liabilities, engaging Historic England and Arts Council England, redistribution of 'charges within fund' elsewhere within Tamworth Borough Council.
Community	Potentially little impact but need to engage community and plan to mitigate potential public backlash.
Benefits:	Short Term Financial, Town Centre, Heritage, Community
Risks:	Long Term Financial (liabilities), Community (assumes trust is successful)

5. Transfer ownership of the Castle, Museum Collection & Archive into Trust (Assumes Tamworth Borough Council want to dispose of the asset and a new or existing trust can be found to take on the ownership responsibility of the Castle, Museum Collection & Archive).

Safe&Legal	Need to understand the legal process.
People	Need to understand costs associated with TUPE / redundancy and/or redeployment of staff.
Visitor	Potentially little impact on visitors.
Commercial	Need to understand the costs associated with pre transfer, whether or not repayment of HLF (phase 1 and phase 2) is required, and redistribution of 'charges within fund' elsewhere within Tamworth Borough Council.
Community	Potentially little impact but need to engage community and plan to mitigate potential public backlash.
Benefits:	Long Term Financial, Town Centre, Heritage, Community
Risks:	Short Term Financial, Community (assumes trust is successful)

**6. Fully commercialise the Castle excluding the Museum Collection & Archive
(Assumes Tamworth Borough Council want to repurpose the Castle and can dispose of the Museum Collection & Archive).**

Safe&Legal	Need to schedule and deliver Castle Condition Survey recommendations. Need to understand whether the Museum Collection & Archive can be disposed of.
People	Need to ensure staffing structure is aligned to new purpose.
Visitor	Need to understand whether new purpose includes visitors.
Commercial	Cost / Benefit analysis required (significant investment to bring the facility up to modern day venue standard), understand whether or not repayment of HLF (phase 1 and phase 2) is required, impact on losing Museum Accreditation standard to accessing funding.
Community	Significant community engagement required as to why this is the preferred option. Need to plan to mitigate potential public backlash.
Benefits:	Short Term Financial
Risks:	Long Term Financial, Heritage, Community

**7. Fully commercialise the Castle to include the Museum Collection & Archive
(Assumes Tamworth Borough Council want to retain the Castle, Museum Collection & Archive and build on its current operating model).**

Safe&Legal	Need to schedule and deliver Castle Condition Survey recommendations. Need to revisit Museum Collection & Archive (relevance, importance and accessible to all).
People	Need to ensure appropriate investment in staffing structure to deliver new purpose.
Visitor	Need to promote the Castle as visitor attraction, education facility, private venue and ensure customer experience is unrivalled.
Commercial	Investment required bringing the facility up to modern day venue standard. Cost / Benefit analysis required for all income streams and appropriate level of annual subsidy agreed with Tamworth Borough Council.
Community	Engage and involve community groups to rally and support the Castle's Purpose rather than attach them to it but work in silo / isolation.
Benefits:	Short Term Financial, Town Centre, Heritage, Community
Risks:	Long Term Financial

METHODOLOGY

In light of the complexities associated with the Castle Museum Collection & Archive I sought legal advice through South Staffordshire Legal Services and asked the following questions to establish a baseline:

1. Can the Council legally remove the Museum Collection from public view?
2. Can the Council legally dispose of its Museum Collection?
3. Can the Council refuse to accept any more Museum pieces/Collections donations?
4. What potential legal challenge might the council face if it can legally dispose of the Collection and chooses to do so?
5. Can the Council legally sell the Castle?

Legal Advice from Geldards LPP concluded that as a general principle, the Council has power to remove items in the Tamworth Castle Museum Collection from public view and to dispose of such items. This is subject to any obligations or constraints which may have been imposed on the Council under the terms of which particular items in the collection would be acquired.

If the Council decides to remove items in the Tamworth Castle Museum Collection from public view and/or dispose of such items, the Council would need to be satisfied that this would be a reasonable exercise of its powers and would need to have evidence to show this.

The Council would need to comply with any relevant legal obligations when it makes and implements decisions relating to the Tamworth Castle Museum Collection. This would include complying with its duties relating to best value and to equality and complying with State aid law.

If the Council removes items in the Tamworth Castle Museum Collection from public view and/or disposes of them, this could result in loss of accreditation by Arts Council England of the Collection. The Council should consider the potential impact of its decisions on accreditation and should liaise with Arts Council England and the Museums Association over this.

In answering the question, can the Council legally sell the castle I have assumed that the Council owns the Tamworth Castle building and that no other person has rights over it, which would restrict the Council's right to dispose? If that is not the case, the Council would need to take account of any such restrictions.

Similarly, as we mentioned in the advice in the context of considering disposing of items in the museum collection, if the Council acquired the building subject to conditions, it would need to comply with those conditions.

If the Tamworth Castle building is included in a heritage strategy of the Council, that should be taken into account. It would also be appropriate to check whether the building is on the Council's list of assets of community value. That would not prevent the Council from disposing of the building but it would need to comply with the notification and moratorium requirements of the Localism Act 2011.

Subject to the impact of the points mentioned above, then, as mentioned in our note of advice, the Council would have power under section 123(1) of the Local Government Act 1972 to dispose of land held by it but would need to comply with its duty under section 123(2) to obtain the best consideration that can reasonably be obtained unless the disposal is for a short tenancy or the Council has the Secretary of State's consent.

For the full Legal advice report from Geldards LPP (See Appendix 2).

Recommendation:

Given the 2020 Castle Reviews purpose is to assess the 2015-2018 Castle Review, address emerging issues and prepare a deliverable strategy, and having considered a number of options along with engagement on 'Purpose', I recommend option 7 to Fully Commercialise the Castle Museum Collection & Archive.

Doing so will ensure the Tamworth Castle Museum Collection & Archive remains at the heart of the community and to the benefit of the wider catchment. Developing and delivering commercial events; education and schools programme; weddings; venue and room hire; and

a best in class visitor experience will support maximising income generation with the ultimate aim of generating profit and reducing the current level of subsidy required from Tamworth Borough Council.

I also recommend that all key stakeholders take time to understand the Castle's 'Purpose', are advocates of, and 'Role Model' it and work collaboratively to 'Develop the Skills' required to support implementing the new organisational structure and new operating model through the appropriate 'Reinforcing Mechanisms'.

In addition, the Borough Council might also want to consider public consultation to agree on the Castle Museum Collection & Archive's long term 'Purpose' whilst taking into account their legal and ethical responsibilities.

Action:

1. Deliver recommended actions to fully commercialise the Castle Museum Collection & Archive with the ultimate aim of increasing income, making profit and decreasing the current level of subsidy provided by Tamworth Borough Council.
2. Consider 'Public Consultation' on the purpose and long term future of Tamworth Castle, Museum Collection & Archive given the current and projected anticipated level of subsidy support needed.
3. Obtain a commercial value for the asset (Tamworth Castle, Museum Collection & Archive) and develop and implement a 5 year capital and maintenance programme to deliver the 2019 Castle Condition Survey recommendations.

PHASE 3 – 'EMERGING STRATEGY'

This phase of the review builds on the observations and findings from Phase 1 – 'As Is' commencing with a headline summary and recommendation for each of the five themes. It then goes on to set out a number of work streams to enable commercialising the Castle Museum Collection & Archive. The strategy, and the structure of each section looks at the as is, purpose and then recommendations and actions.

Safe & Legal:

The Castle is an English Heritage (Designation) Scheduled Ancient Monument and the Purcell commissioned Castle Condition Survey 2019 identifies significant issues and constraints.

Recommendation – Castle Condition Survey to be worked through and a programme of works costed and scheduled (making quick and cost effective change is not an option due to SAM status). The survey highlighted 130 actions identified as urgent / within one year. Staff facilities are in a poor state of repair (the main office ceiling is currently held in place with plastic sheets and acro props), there is little segregation between rest and work areas

(stock in corridors, stock and admin in the kitchen) and there are environmental health concerns (significant bird guano within the bin areas).

The Museum Collection & Archive exceeds 40,000 individual pieces at the last count in 2018 and is located across four sites (Tamworth Castle, Lower Holloway Lodge, Coach House & Stable and Amington Warehouse). The Collection and Archive is managed by a Collections Officer within the legal and ethical framework set out by Arts Council England, more information can be found at www.artscouncil.org.uk.

Recommendation– Museum Accreditation Status to be renewed (technically overdue since November 2019 but extended to April 2021). Develop a plan to digitise the entire Museum Collection & Archive (should anything happen it would be lost forever). Complete a full audit of the Museum Collection & Archive to ensure record keeping is accurate and up to date and only pieces relevant to Tamworth are retained. Explore ways to increase public access to more of the collection (only a small proportion of what is held is currently available).

People:

The current Organisational Structure is unclear and leads to a lack of role clarity, responsibility, accountability and delivery. The small nucleus of permanent staff are in a cycle of being stretched and reactive, not helped by the availability (or lack of) and inflexibility of some casual staff and volunteers. This combination is dictating and limiting what is and what could be achieved and is ultimately adversely impacting the visitor experience.

Recommendation – The current Organisational Structure needs to be rewritten and not reliant on casual staff and aligned to the Castles Ultimate Purpose. Job Profiles need to be updated (current documents dated 2003 – 2016) and Pay Ranges should be re - evaluated. Staff Appraisals (Learning and Development, Will and Skill) need to be revisited and decisions made once and for all regarding First Aid Provision and Safeguarding Certification (DBS).

Visitor:

Visitors currently access the Castle from one of three locations (Town Centre, Castle Grounds and Holloway Lodge). It is unclear as to which location is the main point of entry to the Castle and where visitors should park. External signage wayfinding and interpretation is inconsistent / non-existent.

Recommendation - Revisit all visitor access / entry points ensuring they are aligned, on brand and visitor focussed. Establish and signpost the main point of entry for visitors. Seek to increase visitor dwell time through increased external interpretation.

Work is in progress to develop the Castle's physical and virtual branding, rewrite the website and increase marketing activity but its delivery hasn't yet been fully optimised (internally or externally). There is clear evidence of silo working and disconnect between the Head of Castle and Museum Collections and the Marketing and Public Relations Team.

Recommendation – Castle Management to proactively engage with the Marketing and Public Relations Team to agree and support a deliverable strategy for the Castle to include website, branding and marketing activity. Ensure a pro - active marketing strategy is in place and constantly reviewed with a view to increasing visitor numbers, visitor spend and visitor advocacy.

Commercial:

The 2019/20 Castle and Museum budget assumed £133,280 income from Visitor Admissions (including events), £39,900 income from Education School Programme, £6,730 income from the Café, £27,750 income from the Shop and £7,350 income from Weddings. The profitability of each income stream is unknown but can be verified upon receipt of the year end financials and taking the overall cost of running the Castle into account. The Castle Kiosk is owned by Tamworth Borough Council and until recently appeared to be run in direct competition with the Castle, which is questionable given the current level of subsidy provided by Tamworth Borough Council. Consideration should be given to repurposing Lower Holloway Lodge and the Coach House & Stables, something the Portfolio Holder asked to be explored.

Recommendation – Establish the actual cost of doing business for each income stream (Visitor, Education, Café, Shop, Events) and establish the expected return on investment from each of them. Ensure budget codes and accounts accurately reflect all income / expenditure. Revisit the pricing architecture for each income stream to ensure they are competitive and profitable. Develop and increase the number of internal events (13 scheduled for 2020 – 2021) and grow customer base for external events. Increase sales in the Café and Shop through a commercially curated assortment.

Note: the Upper Holloway Lodge Kiosk Shop is now back in the control of the Castle and is being repurposed with the aim of increasing income and decreasing subsidy alongside promoting town centre activity, complimenting events taking place in the Castle grounds and providing a service to the community – its success should therefore be measured on all the aforementioned.

Community:

The Castle and Castle Grounds are managed as separate venues, consideration should be given to combining both along with visitor facilities (namely Holloway Lodge Car Park where 2 hour restriction applies) to enhance the assets and increase visitor dwell time to a day out. A number of local community groups operate within the borough and attach themselves to the Castle including Peel Society; Friends of Tamworth Castle; Civic Society and Heritage Trust but it is unclear as to how they work together to support the Castles ultimate purpose.

Recommendation – Develop a strategy that brings together all the Arts, Culture and Heritage within Tamworth and tell this story to the community, visitors and tourists. Visitors to Tamworth can currently access Tamworth Castle, Visit Tamworth, Tamworth Assembly Rooms, Tamworth Arts and Events, Tamworth Borough Council, and Tamworth Enterprise Centre websites and individual social media platforms. Explore inter -connecting

through one platform with a view to increasing traffic. Engage local community groups to understand their purpose and value, increase and strengthen for the greater good.

The majority of the above led to me developing a 'Maintain and Enhance the Asset' strategy for the 2020/21 season to include 'Pre Season' opportunities within the Castle and wider footprint to support increasing visitor numbers, increasing visitor dwell time, increasing spend per visitor and improving visitor advocacy.

The Operational 'Maintain and Enhance the Asset' Strategy can be found in Appendix 1.

It should be noted that the Assistant Director; Growth & Regeneration secured additional funding to rectify issues currently impacting Safe & Legal and the Visitor Experience.

Scope of work has been developed and activity is currently underway to put matters right. However, a number of observations made and shared with the Head of Castle and Museum requiring no funding or permissions remain un-actioned and therefore outstanding.

ORGANISATIONAL STRUCTURE / OPERATING MODEL

As Is:

The Head of Castle & Museum Collection is supported by a small permanent team consisting of an Education & Events Officer; Collections Officer; Education & Events Assistant; Museum Assistants; Seasonal Assistants and a pool of Casual Staff to deliver:

A Castle and Museum that opens to the general public Tuesday to Sunday 10:30 to 15:00 during the summer season (April to September) and Saturday and Sunday 11:00 to 14:30 during the winter season (October to March).

An Education & Schools programme open to schools Monday to Friday and aligned to the Staffordshire Schools calendar which equates to approximately 38 weeks per year.

A variety of traditional Castle events running throughout the calendar year and generally dovetailing with school holidays and key calendar dates, such as Easter and Christmas.

The Castle and Museum also trades a small café and shop and is a licenced wedding venue.

In 2019/20 the Organisational Structure cost £270,367.80 with a disproportionate amount spent on casual staff as a result of no clear organisational structure in place and several vacancies held due to the previous review being concluded but not fully implemented.

Scheduling of labour is reactive and relies heavily on the availability of casual staff which is often to the detriment of the operation in terms of delivering Safe & Legal, People, Visitor, Commercial and Community requirements.

The visitor experience and commercial events are being dictated to and limited by the availability or not of casual staff. Whilst permanent staff often changing their shifts to cover and fill in to the detriment of their work life balance, income generation is still suffering which has ultimately led to an increased level of subsidy required from Tamworth Borough Council.

The current organisational structure is not fit for purpose and this review will be the 2nd attempt to put in place an organisational structure and operating model that is fit for purpose and sufficiently flexible and adaptable to meet the needs of an ever changing external landscape.

Current Organisational Structure:

Head of Castle & Museum		
Collections Officer x 1	Education & Events Officer x 1	Visitor Services Officer (VACANT)
Volunteers (None)	Education & Admin Assistant x 1	Museum Assistant x 2
	Casuals x (Not fixed)	Museum Assistant Seasonal x 3
		Casuals x (Not Fixed)

Whilst the Head of Castle & Museum should be line managing the Collections Officer, Education & Events Officer and Visitor Services Officer she has been without a Visitor Services Officer and currently line manages the majority of the staff due to the absence of a fixed organisational structure and lack of clarity regarding hierarchies.

Engagement:

The outcome of Phase 2 ‘Purpose’ was no less than 30 pages of verbatim comments and consensus for the need to implement a new organisational structure and operating model.

That the Castle and Museum needs to develop and deliver more activity over an extended operating window and needs to generate more income to fully realise its potential rather than being a drain on resources.

That the new organisational structure needs to be sufficiently flexible to enable activity not restrict it. The management team need to be pulling in the same direction with a clear vision and hierarchy in place to support. The management team need to manage and develop the staff to deliver agreed activity.

That roles and responsibilities need to be more clearly defined and supported by the appropriate pay range. That working patterns need to pro-actively support sufficient staffing levels to deliver the required visitor experience.

That consideration should be given to the addition of augmented reality and more thought given to staffing commercial events which currently pull on the small nucleus of permanent staff.

Recommendation:

Develop and deliver a new Organisational Structure to support fully commercialising the Castle Museum Collection & Archive with an enhanced operating model to include;

Changing the core opening hours to 0900-1700 Monday to Saturday (Open to Public Tuesday to Saturday 0930-1630) and 0930-1630 on Sunday (Open to Public 1000-1600 Sunday) excluding venue hire and commercial events.

Changing the core opening days to be open to the public from 1st February through until 24th December (close Easter Sunday). Close to all visitors from 25th December through until 31st January for cleaning and maintenance, remain closed on Monday's except to Schools and Events whilst maintaining flexibility to open on Monday's during school holidays to maximise income generation.

Building an organisational structure to support the aforementioned changes to core opening hours and additional days has required a significant investment in time to ensure that the proposal delivers a solid and stable core base that can be supported by causal staff (holidays and events) rather than relying on casual staff (the current way of working). A number of organisational structures along with roles and responsibilities were considered ranging from a single site structure to aligning with the newly formed Assembly Rooms structure.

The proposed new structure assumes a number of task transfer and partnership working with the Arts & Events Team and also seeks to encourage and build the flexibility of labour across all Tamworth Borough Councils commercial venues, which in turn will reduce silo working and increase flexibility leading to productivity and efficiency gains.

Proposed Organisational Structure:

Castle Manager (9 Line Reports)	
Education, Events & Heritage Officer x1	
	Visitor Services Assistant Duty Manager x 2
	Seasonal Visitor Services Assistant x 5

Castle Education, Events & Heritage Officer (8 Line Reports + Volunteers)	
Collections Officer x 1	
Volunteers x 3	Education, Events & Admin Assistant x 1
	Seasonal Education & School Assistant x 2
	Visitor Services Assistant Café x 4

Having carefully considered what roles and responsibilities are required to support fully commercialising the Castle Museum Collection & Archive I have developed and written a new suite of Job Profiles for the proposed new roles.

Proposed Roles:

The purpose of each of the proposed roles is set out below and for all supporting Job Profiles (Appendix 3).

Castle Manager: (Grade H): Reports to the Assistant Director; Heritage background preferable, Castle Premises Manager, achieve all Castle, Museum Collection & Archive objectives through inspirational leadership. Develop, implement and regularly review the Castle, Museum Collection & Archive commercial operating performance with the ultimate aim to reduce cost, increase income and generate profit. Ensure alignment with Tamworth Borough Councils Vision, Purpose and Strategic Priorities (People & Place and Organisation). Line-manage and develop Officer to unlock their full potential. Lead the wider team to co create an environment in which they can deliver all set business objectives for Safe & Legal, People, Visitor, Commercial and Community. Foster a collaborative culture that leads to working closely with key stakeholders, other services and external organisations to ensure the delivery of operational excellence, be the 'brand ambassador' for Tamworth Castle Museum Collection & Archive.

Education, Events & Heritage Officer: (Grade F): Reports to the Castle Manager; Heritage background essential, Castle Premises Manager, support delivery of all Castle, Museum Collection & Archive objectives through inspirational leadership. Heritage background required due to the specific responsibility for Education & Schools, Museum Collection & Archive. Ensure alignment with Tamworth Borough Councils Vision, Purpose and Strategic Priorities (People & Place and Organisation). Line-manage and develop team members to unlock their full potential. Co create an environment in which teams can deliver all set business objectives for Safe & Legal, People, Visitor, Commercial and Community. Contribute to reviewing the Castle, Museum Collection & Archive operating performance to positively contribute to reduce cost, increase income and generate profit. Foster a collaborative culture that leads to working closely with key stakeholders, other services and external organisations to ensure the delivery of operational excellence, be the 'brand ambassador' for Tamworth Castle Museum Collection & Archive.

Education, Events & Admin Assistant Duty Manager: (Grade B): Reports to the Castle Officer; supports the development and delivery of all aspects of the School & Education Programme. Support the running of an efficient general office through providing administration support to the Castle, Museum Collection & Archive office activity.

Collections Officer: (Grade E): Reporting to the Castle Officer; ensure preservation, protection, enhancing, documenting and digitising the Museum Building, Collection & Archive whilst ensuring appropriate compliance. Maintain full Museum Accreditation status, guide and work with volunteers and placements, support external funding applications.

Seasonal Schools Programme: (Grade A): Reporting to the Castle Officer; supports the development and delivery of the School & Education Programme to include participating in, interacting with and working alongside augmented reality.

Volunteers: Minimum: Reporting to the Collections Officer; support the Collections Officer to deliver cleaning, maintaining, preserving and digitising the museum and collection and archivist activity (College / University placements).

Visitor Services Assistant: (Grade B): Reporting to the Castle Manager; Duty Manager, support and deliver the Visitor Experience, Admissions / Shop, Exhibition, flexibility to support Café, Events and Weddings.

Seasonal Visitor Services Assistant: (Grade A): Reporting to the Castle Manager; support and deliver the Visitor Experience, Admissions / Shop, Exhibition, flexibility to support Café, Events and Weddings.

Visitor Services Café: (Grade A): Reporting to the Castle Officer; support and deliver the Café, flexibility to support Visitor Experience, Admissions / Shop, Exhibition, Events and Weddings.

Casual Assistant: Reporting to Arts & Events Team; support and deliver Weddings and Calendar Commercial Events (indoor / outdoor), flexibility to support Visitor Experience functions across Tamworth venues throughout the year.

The use of casual assistants will be to support additional activity, and therefore be costed and approved and relevant budgets adjusted to demonstrate a return on the investment.

Furthermore the proposed roles align well with the Assembly Rooms structure, this is not a surprise given its commercial status. All proposed Castle roles were taken through Job Evaluation with the HR Business Partner in June 2020.

Proposed Planner:

The following table provides a visual representation of the structure, roles and minimum numbers. The structure is designed to support delivery of a an all year round commercial operation with the aim of delivering the required Safe & Legal, People, Visitor, Commercial and Community outcomes.

Management:	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Manager	X	X	X	X	X	OFF	OFF
Officer	X	X	X	X	X	OFF	OFF
Min No:	2	2	2	2	2	0	0

Note: 1 week rota, open 0845-1645 / close 0915-1715 as required, (slide hours as required).

Management will provide occasional weekend cover to cover Premise Manager annual leave

Education:	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Collection	X	X	X	X	X	OFF	OFF
Seas Schl	X	X	X	X	X	OFF	OFF
Seas Schl	X	X	X	X	X	OFF	OFF
Volunteer	3	3	3	3	3		
Min No:	3+3	3+3	3+3	3+3	3+3	0	0

Note: Seasonal Schools roles will be fixed for the school academic year.

Visitor:	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Admin DM	X	X	X	X	X	OFF	OFF
Asst DM	X	X	X	X	OFF	X	X
Asst DM	OFF	X	X	X	X	OFF	OFF
Seas Asst	X	X	X	X			
Seas Asst	X				X	X	X
Seas Asst					X	X	X
Seas Asst						X	X
Café Asst	X	X	X	X	X	OFF	OFF
Café Asst	OFF	X	X	X	X	X	OFF
Café Asst	X					X	X
Café Asst							X
Min No:	6	6	6	6	7	7	7

Note: Visitor Services Assistant Duty Manager 3 week rota 0845-1645 alternate 0915-1715

(slide hours for events). Café Assistants 2 week rota alternating Monday to Friday / Tuesday to Saturday.

Delivering an acceptable Safe & Legal Visitor Experience requires a daily minimum of 6 members of staff; 1x Premise Manager, 1x Reception / Shop, 1x Battle and Tribute Exhibition, 1x Museum (to include covering rest breaks), 2x Kiosk Café.

Cost of Proposed Structure:

The proposed structure has been costed and does not require Casual Staff. As previously stated consideration should be given in the longer term to the moving of staff between council owned commercial venues during peak periods to maximise the productivity of staff and to secure efficiency gains.

Ultimately it's about having the 'right person' with the 'right skills' in the 'right place' at the 'right time' to deliver Castle activity. This organisational structure assumes commercial activity beyond the Castle & Museum visitor experience sit with the Arts & Events Team, costs associated with delivery will therefore need to be costed separately.

<u>Role</u>	<u>Days</u>	<u>Weekly Hours</u>	<u>Total Cost Per Annum</u>
Manager	Monday to Friday	37	47,684.00
Education, Events & Heritage Officer	Monday to Friday	37	41,631.00
Collections Officer	Monday to Friday	37	34,923.00
Seasonal Education & Schools Assistant	Monday to Friday (Term Time)	21.25	10,180.19
Seasonal Education & Schools Assistant	Monday to Friday (Term Time)	21.25	10,180.19
Education, Events & Administration Assistant DM	3 Week Rota (Duty Manager)	37	23,503.00
Visitor Services Assistant DM	3 Week Rota (Duty Manager)	37	23,503.00
Visitor Services Assistant DM	3 Week Rota (Duty Manager)	37	23,503.00
Seasonal Visitor Services Assistant	4 Day Week, 48 Week Contract	22	12,647.03
Seasonal Visitor Services Assistant	4 Day Week, 48 Week Contract	22	12,647.03
Seasonal Visitor Services Assistant	3 Day Week, 48 Week Contract	16.5	9,485.96
Seasonal Visitor Services Assistant	3 Day Week, 48 Week Contract	16.5	9,485.96
Seasonal Visitor Services Assistant	2 Day Week, 48 Week Contract	11	6,323.98
Café Visitor Services Assistant	2 Week Rota (April-October)	30	11,497.91
Café Visitor Services Assistant	2 Week Rota (April-October)	30	11,497.91
Café Visitor Services Assistant	3 Day Week (April-October)	18	6898.38
Café Visitor Services Assistant	1 Day Week (April-October)	6	2,299.46
			297,890.99

The total cost per annum includes 26% on cost. Organisational structure supports the standalone Café and opening the Castle to visitors for an additional 65 days per year compared to the year ending March 2020, furthermore it does not include or rely on casual staff but it does seek to engage them for commercial events.

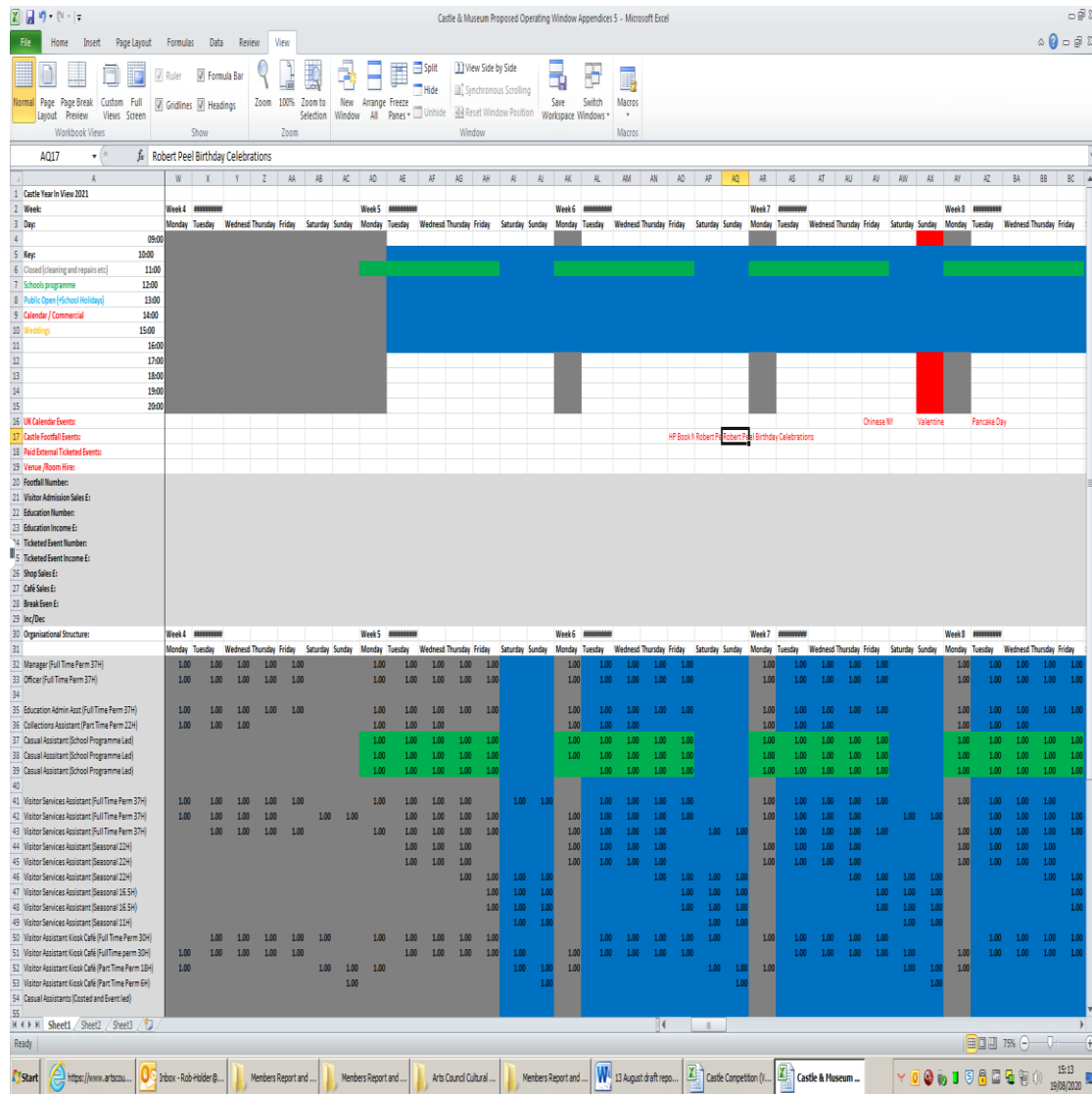
Action:

1. Agree the proposed organisational structure and costings and progress to the appointments and staffing committee ahead of an implementation date.
2. Transfer ownership of the commercialisation of the venue beyond the normal visitor experience to the Arts & Events team who will in turn liaise with the Castle and Museum team re hiring the castle venue through accessing a 'one version of the truth calendar'. The cost of casual labour is to be built into each commercial event, sign off will be given if the event demonstrates a return on investment, income/expenditure budgets will then be adjusted accordingly.
3. Manager, Officer, Education, Events & Heritage and full time Visitor Services Assistants to be 'Duty Managers' (Key Holder, First Aider, Personal Licence Holder, DBS Checked, Safe and Legal Site, Staff and Visitor Experience, Systems and Operational Ways of Working (they complete pre – open/close, internal/external checks).
4. Collections Officer brief to be scoped for next 12 months to ensure Museum Collection & Archive compliance, including the renewal of Museum Accreditation Status by April 2021.
5. Re-engage the Friends of Tamworth Castle to provide clarity on their role in the new organisational structure, primarily visitor services history guides.
6. Pro-actively engage College / University to secure regular placements to support with Castle Museum Collection & Archive cleaning and preserving, documenting and digitising.
7. Recruit a pool of 'Casuals' that can work across all commercial venues (Tamworth Arts & Events, Assembly Rooms, and Castle & Museum), allocate costs to appropriate venue / event. Seek opportunities to cross train teams across venues to support peaks and unplanned absences.
8. Give sufficient consideration and equal focus to the desired culture within the Castle & Museum as a result of the new Organisational Structure being implemented. Culture needs to be embedded.

YEAR IN REVIEW

In support of the new Organisational Structure / Operating Model the Castle management and staff should be aware and aligned on 'one version of the truth' for the 'year ahead' in relation to People (rotas), Visitor (activity) and Commercial (performance) to enable a proactive and planned way of working to support deliver operating model success.

As such I have developed and built a mock up 'year in view' spreadsheet which can be further developed and used by Castle staff.



EXPENDITURE

As Is:

The total cost of Tamworth Castle Museum Collection & Archive in 2019/20 ‘including charges within fund’ was £411,176.36 or £7,907.24 per week, £1,126.51 per day, and £46.94 per hour (despite a healthy income of £198,836.74).

Building only and associated costs ‘including charges within fund’ was £281,320.89 in 2019/20, £5,410.02 per week, £770.74 per day, £32.11 per hour. Building only and associated costs ‘excluding charges within fund’ was £139,383.26, £2,680.45 per week, £381.87 per day, £15.91 per hour. (It should be noted that charges within fund of £104,310.00 would need to be accounted for elsewhere within Tamworth Borough Council if not apportioned to the Castle).

The budget figure for 2020/21 was £381,780.00 at the start of the year and has since been adjusted to £464,490.00 due to COVID-19. It is reasonable to assume that if budgeted costs continue to increase and current levels of income are maintained, the total annual cost of Tamworth Castle, Museum Collection & Archive to Tamworth Borough Council could soon exceed £500,000.00 per annum without intervention.

The cost trajectory reinforces the need to fully commercialise the Castle and stabilise the level of subsidy provided by Tamworth Borough Council.

The total cost of the Tamworth Castle, Museum Collection & Archive to Tamworth Borough Council for the years 2015/16 through to 2019/20 is set out below. Financial data has been taken from Tamworth Borough Council accounting year end results.

Year:	2015/16	2016/17	2017/18	2018/19	2019/20	5 Yr. Average:
Daily	£768.34	£859.59	£888.75	£1,121.63	£1,216.80	£971.02
Weekly	£5,393.12	£6,033.66	£6,238.36	£7,872.96	£8,540.97	£6,815.81
Monthly	£23,370.20	£26,145.84	£27,032.87	£34,116.16	£37,010.88	£29,535.19
Total	£280,442.41	£313,750.11	£324,394.46	£409,393.91	£444,130.54	£354,422.29

The five year picture shows a significant commitment and investment from Tamworth Borough Council to maintain the Tamworth Castle, Museum Collection & Archive.

Engagement:

During Phase 2 ‘Purpose’ respondents said that the overall level of subsidy provided by Tamworth Borough Council needed to reduce and that the Castle & Museum needs to operate within the wider portfolio of venues and not as a standalone.

Through my conversations with Castle Staff I was surprised to learn that they had little to no understanding of the costs associated with running the Castle Museum Collection & Archive. I can't help but wonder if they were more aware and more engaged whether they would be striving to achieve more for the collective good.

As a standalone the Castle Museum Collection & Archive is a significant drain on the borough council's finances. As such the wider portfolio including the Castle Grounds and Buildings; namely the Coach House & Stable, Lower Holloway Lodge and Upper Holloway Lodge should be looked at collectively. This might include repurposing or ultimately the despatching of all or part of the asset.

Recommendation:

Agree an acceptable level of annual subsidy for the Tamworth Castle Museum Collection & Archive. Doing so will provide clarity for the Castle management team and help to inform the Castle Museum Collection & Archive forward plan and activity.

As a result of the recent COVID-19 pandemic and its pressure on public finances it might be prudent to choose to consider public consultation on the Castle Museum Collection & Archives long term purpose as previously mentioned when considering options.

Establish separate fully costed budget codes for each separate income stream. Castle management to be more pro-actively involved in the annual budgeting process to inform projected income and expenditure and ultimately the profitability of all planned activity to demonstrate the appropriate due diligence and setting of commercial targets.

Action:

1. To agree on an ongoing level of annual subsidy.
2. Elected Members and Tamworth Borough Council to agree that all future activity should aim to increase income generation and reduce cost with the ultimate aim to improve the return on investment to maintain and sustain the Castle Museum Collection & Archive.
3. Castle management to ensure that all Castle Museum Collection & Archive activity is fully costed and can evidence a return on any investment made before it is signed off and implemented.
4. Revisit the annual budgeting process with the aim of ensuring budgets and activities are SMART (specific, measurable, attainable, relevant and timely). Involve Castle Management in setting expenditure budgets to ensure engagement and accountability.

VISITOR

As Is:

The total number of visitors to Tamworth Castle and Museum in 2019/20 was 33840 and made up from a majority 20672 of paying visitors (including 1958 from Easter, Halloween and Christmas events) with an average ticket price of £5.00 and 9664 paying school places with an average ticket price of £6.13.

Tamworth Castle is rated 4.5 rating on TripAdvisor and #2 of 24 things to do in Tamworth 2nd only to the Snow dome. Of the 728 ratings 445 were excellent, 228 very good, 38 average, 11 poor.

Visit England awarded Tamworth Castle and Museum 84% in May 2019 reporting that; the stronger aspects of the visitor experience at the time of the assessment were the impressive first sightings of the 900 year old scheduled Ancient Monument atop its Motte and with a splendid high tower. The presentation of the internal displays and variety of fixed interpretation were excellent. The staff performance was very good and the standard of cleanliness throughout this large, old building was exemplary. The weaker aspects noted in the report were that; the website, the delay in producing leaflets/events brochures. Specialist repairs to the building also take time and expense to complete and present opening times are not conducive to an extensive café menu. A number of the recommendations by Visit England made in May 2019 remain outstanding in 2020.

Paying Visitor Numbers:

Visitor data between 2015/16 and 2019/20 is set out below. Data is taken from the Castle visitor services monthly figures spreadsheet and has been used to inform recommendations and actions.

Year:	2015/16	2016/17	2017/18	2018/19	2019/20	5 Yr. Average:
Paying Visitor	26147	23898	25001	22226	18714	23197
Paying Teacher	0	14	13	313	378	144
Paying Child	10744	11051	10620	10317	9286	10404
Paying Event	1188	2424	2011	2282	1958	1972
Sub Total:	38079	37387	37645	35138	30336	35717

Note: Green indicates better than the 5 year average, red indicates worse than the 5 year average.

In 2019/20 paying visitors accounted for 63%, school visits 31% and paid events 6%.

In 2018/19 paying visitors accounted for 64%, school visits 29% and paid events 7%.

In 2017/18 paying visitors accounted for 66%, school visits 28% and paid events 6%.

In 2016/17 paying visitors accounted for 64%, school visits 30% and paid events 6%.

In 2015/16 paying visitors accounted for 69%, school visits 28% and paid events 3%.

Paying Visitor Ticket Breakdown:

The five year data shows consistency across the core ticket types and should be used in conjunction with competitor analysis to support developing additional ticket types and new pricing structure. For a summary of Castle competitor analysis (See Appendix 4).

Year:	2015/16	2016/17	2017/18	2018/19	2019/20	5 Yr. Av	2019/20 Actual Numbers	2019/20 Admission Prices
Adult	35%	37%	36%	38%	40%	37%	7485	£7.50 (£6.50 during refurb)
Family Ticket Adult	10%	11%	12%	12%	11%	11%	2059	£23.00 (£19 during refurb)
OAP	12%	12%	12%	12%	12%	12%	2246	£6.50 (£5.50 during refurb)
Child	15%	17%	17%	16%	17%	16%	3181	£5.00 £4.00 during refurb)
Family Ticket Child	10%	11%	12%	12%	11%	11%	2059	See family ticket adult
Children Aged 2-4	9%	10%	9%	8%	7%	9%	1310	£3.00 (£2.00 during refurb)
Other	9%	2%	2%	2%	2%	4%	374	
TOTAL	100%	100%	100%	100%	100.00%	100%	18714	

One example of where Tamworth Castle and Museum is out of line with the competition is not offering an annual passes. Whilst they are currently offered 'cheaply' to anyone wanting to join the Friends of Tamworth Castle they aren't part of the proposition for paying visitors.

2019/20 Visitor Numbers By Day / By Month:

Opening	Day:	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total	Daily Average:
Summer	Apr	562	413	438	577	874	667	354	3885	129
Summer	May	357	189	221	234	248	337	398	1984	64
Summer	Jun	0	92	71	77	70	391	363	1064	41
Summer	Jul	311	322	258	238	347	290	59	1825	59
Summer	Aug	249	500	500	835	498	620	467	3669	119
Summer	Sep	0	127	110	100	81	397	453	1268	49
Winter	Oct	303	317	330	360	0	318	321	1949	62
Winter	Nov	0	0	0	0	159	293	201	653	66
Winter	Dec	0	0	0	0	0	0	35	35	35
Winter	Jan	0	0	0	0	0	273	254	527	66
Winter	Feb	158	324	249	0	289	392	182	1594	57
Winter	Mar	0	0	0	0	0	122	139	261	29
	Total	1940	2284	2177	2421	2566	4100	3223	18714	81

It is worth noting that the current move from summer to winter opening hours is arbitrary because there are relatively high daily numbers in November and January and this is because people continue to need activities throughout the year. This is why I recommend that the opening hours change to offer a consistent and stable time table for all users of the Castle.

The busiest five days in 2019/20 were: Friday 19th April (505); Thursday 18th April (366); Wednesday 30th October (330); Tuesday 18th February (324); Monday 28th October (303). Note: these dates coincide with castle events, namely Easter and Halloween.

The quietest five days in 2019/20 were: Wednesday 4th June (4); Monday 20th May (7); Thursday 2nd May (7); Friday 7th June (9); Tuesday 24th September (11).

It is important to have visibility of daily visitor numbers and any potential influencing factors to help inform targeted interventions to drive visitor numbers and income generation.

Non Paying Visitor Data:

The 2019/20 non-paying visitor data shows the majority (not all) of 'free admissions' are made up of 1052 allocated free teacher spaces (additional teachers are charged), 446 under 2's and 229 Carers.

Year:	2015/16	2016/17	2017/18	2018/19	2019/20	5 Yr. Average:
Free Admission	3041	3135	3013	2300	1858	2670
Shop Only	336	476	424	458	346	408
Wedding Guest	717	344	435	310	911	534
Private Hire	0	56	91	103	244	99
Friends	25	538	17	40	145	153

Total Visitor Data:

The 2019/20 total visitor numbers were adversely impacted by planned project work to deliver the new Saxon Battle & Tribute, reactive maintenance work and more recently the COVID 19 pandemic. That said, the five year trend shows total visitor numbers are in decline and therefore needs to be addressed.

Year:	2015/16	2016/17	2017/18	2018/19	2019/20	5 Yr. Average:
Total Visitors	42198	41936	41625	38349	33840	39589
Total Web Hits	90669	101708	100665	93477	88421	94988

Engagement:

During Phase 2 'Purpose' respondents made it known that the need to revisit the operating window, explore the visitor experience and increase income generation through identifying and implementing additional revenue streams were necessary.

I was told that Tamworth Castle and Museum visitor admission prices were reviewed annually but the decision was taken in 2019/20 to reduce them as a result of significant disruption to the visitor experience. I was also told that visitor admission prices are to be reviewed in September 2020 for the implementation in April 2021, taking into account the new Battle and Tribute exhibition.

In exploring the competition TripAdvisor presents no less than 30 Castle options across the region ranging from ruins to fully commercialised venues with a variety of ownerships including English Heritage; National Trust; local authority, trusts and privately owned. Admission prices vary across the competition for Adults (up to £20), Children (up to £18), Families (up to £31.50) and Annual Passes (up to £55).

The competitor analysis should be used in conjunction with the new Saxon Battle & Tribute exhibition and investment to increase prices and introduce additional ticket types ahead of the 2021/22 season.

Increasing admission charges as per the table below could generate upwards of £49,242.55 per annum based on 2019/20 data.

Ticket Type	2019 Actual Visitor Number	2019/20 Fees & Charges (not the reduced entry price)	2019/20 Expected Income	2021/22 Fees & Charges	2021/22 Expected Income
Adult	7460	£7.50	£55,950.00	£9.95	£74,227.00
Family Adult	2011	£27.00	£54,297.00	£37.50	£75,412.50
Concession	2379	£6.50	£15,463.50	£8.95	£21,292.05
Child	3129	£5.00	£15,645.00	£7.50	£23,467.50
Family Child	2005	N/A	N/A	N/A	N/A
Child 2-4	1454	£3.00	£4,362.00	N/A	N/A
Group Adult	187	£6.50	£1,215.50	£8.50	£1,589.50
Group Concession	N/A	£5.50	N/A	£7.50	N/A
Group Child	71	£4.00	£284.00	£6.00	£426.00
Ground Floor Only	18	£3.50	£63.00	£6.00	£108.00
Events	1958	N/A	N/A	N/A	N/A
Total:			£147,280.00		£196,522.55

It should also be noted as detailed in the Organisational Structure / Operating Model. If the number of visitor days were to be increased from 232 to 297 would result in 65 additional days of potential visitor income, multiplied by the 2019/20 daily average of 81, multiplied by the 2019/20 Average Ticket Entry Income of £5.00 would generate an additional £26,325.00 of income.

2019/20 Daily Average Visitor Number	2020/21 Proposed Additional Visitor Days	2019/20 Average Ticket Entry Income	Projection 1:	Total Additional Income	Projection 2:	Total Additional Income	Projection 3:	Total Additional Income
81	65	£5.00	25% Income	£6,581.25	50% Income	£13,162.50	100% Income	£26,325.00

Recommendation:

Monitor the competition, not least their pricing and activity to ensure Tamworth Castle and Museum remains competitive and relevant to support and enable its long term viability.

Open the Castle and Museum to the general public for 297 days which equates to 65 additional days compared to 2019/20. Based on the 2019/20 daily averages would equate to 5265 additional paying visitors. Whilst this might seem high consideration needs to be given to the addition of the new Saxon Battle and Tribute exhibition as a significant investment and footfall driver.

Implement a new pricing structure for the 2021/22 season, to remain competitive and to include annual passes and ticket a variety of ticket bundles.

Revisit the Forward Plan and clearly articulate the Castle Museum Collection & Archive’s plan for Visitor’s, Commercial and Community activity. Demonstrate the plan aims to deliver a return on investment and can evidence the profitability for all individual income streams whilst setting stretching targets.

The Borough Council might also want to consider commissioning a more detailed study to better understand external trends and data relating to Tourism and Place Management.

Action:

1. Open the Castle Museum Collection & Archive to the general public daily between 1 st February and 24 th December (excluding Mondays and Easter Sunday). Use the time between 24 th December and 31 st January for cleaning, maintenance and coordinated pre-season readiness activity.
2. Review the Marketing Plan and Activity (bricks and clicks), targeting key days, weeks, months, seasons and calendar events to drive an increase in footfall and maximising income.
3. Further develop the website and social media activity and invest in a link to enable the Museum Collection & Archive online via the existing Modes Platform.
4. Review ticket types (to include annual passes and bundles) and ticket prices with the aim to increase loyalty, drive additional footfall and maximise income.
5. Create and implement a suite of ‘Day out in Tamworth’ tickets (e.g. Castle Visit and Lunch in Assembly Rooms) to link the town’s history, heritage and commercial venues with the aim to increase footfall and dwell time and maximise income.
6. Develop a way of working that enables a successful Schools & Education Programme to run alongside the paying visitor without impacting either experience whilst aiming to reduce cost and maximise income.
7. Develop and embed a way of working that enables Visitors, Schools & Education, Events, Venue Hire and Weddings to work seamlessly whilst ensuring a great visitor / user experience.

RETAIL SHOP

As Is:

The Castle Gift Shop is located on the ground floor of the Castle and shares its space with the original café. Due to its location visitors need not pass through the gift shop as part of the visitor experience.

Sales in the Shop of £23,827.19 less purchases of £16,018.93 delivered a gross margin of £7,808.26 for 2019/20 excluding People and Property Costs. It is therefore reasonable to assume that by adding in the cost of one full time member of staff (£23,503.00) and 5% of the Castle and Museums buildings only and associated costs (£6,969.16) would render the current Shop Trading Account loss making to the value of £22,663.90 in 2019/20.

Engagement:

During Phase 2 'Purpose' respondents made very little reference to the shop, its impact on the castles finances or offering to visitors. Castle staff did make reference to the current proposition being relatively poor, the need to generate more sales and the need to integrate better with events taking place in the castle grounds.

In order to understand the approach taken to running the gift shop I engaged with the team and asked who decided the layout? What sells and what doesn't?, where was stock sourced from?, when was the assortment reviewed?, why was the current pricing architecture the way it was?, and ultimately 'is the shop profitable?'

It was clear to me that no one had looked at the shop trading account with a commercial eye for some time and therefore unable to answer my questions so I set about obtaining an understanding of its performance only to establish:

- The average spend per visitor in the gift shop in 2019/20 was just 70.4p;
- The shop stocks circa 300 lines made up from a variety of gifts, toys and branded souvenirs;
- 30% of the total sales value were generated from 20 lines, in quantity sold order they were; Castle Pencil, Castle Eraser, Castle Guide Book, Castle Magnet, Round Fruit Lolly, Castle Notepad, Postcards, Aethelflaed Bookmark, Aethelflaed Pencil, Knight/Princess Magnet, Knight Sword, Putty, Resin Magnet, Slime, Quill Pen, Gem Pen, Book and Crayons, Pewter Fairies, Minerals and Pewter Unicorns;
- Museum Assistants are responsible for buying stock to be sold in the gift shop and also setting the selling prices. In my opinion they are not skilled in this area which has resulted in stock being purchased on impulse rather than its relevance to the Castle and Museum. 52% of all lines stocked sold between 0 and 10 units in 2019/2 ;
- The shop isn't laid out to target its key audiences, examples of this include some children's pocket money toys out of reach and gifting categories mixed and confusing to shop;
- The stockroom is full to capacity in part due to large orders being placed on certain lines from overseas with a low sell through. This has resulted in several years of stockholding on certain lines;
- The Upper Holloway Lodge located by the main Castle entrance until recently sold a number of lines in direct competition with those sold in the Castle Gift Shop;

Recommendation:

Carry out a full review of the current assortment with the ultimate aim of curating a smaller profitable and more targeted assortment aligned to:

- Castle Associated Merchandise
- Castle Branded Souvenirs
- Event Themed Merchandise
- General Gifting

Develop and deliver an exit strategy for the significant proportion of dormant lines that have sold between 0 and 10 over the last financial year to free up cash flow.

Relocate the shop to ensure every visitor passes through it at the end of their visit as they exit the Castle and Museum with the ultimate aim to increase spend per visitor. I would also suggest a secondary shop in the new Upper Holloway Lodge Castle Café to capture tourists and passing trade that might not otherwise visit the Castle.

Put in place a buying strategy and pricing structure that supports growing profitable sales. The table below sets out some potential modest income projections based on increasing spend per head and increasing footfall.

	2019/20 Actual	Projection 1: Additional Income	Projection 2: Additional Income	Projection 3: Additional Income
Shop Average Spend	70.4p	£1.00	£1.25	£1.50
Total Income Based on 2019/20 Visitor Numbers	£0.70	£1.00	£1.25	£1.50
33840	-£23,827.19	£10,012.81	£18,472.81	£26,932.81
Total Income Based on 2019/20 Visitor Numbers +5%		£1.00	£1.25	£1.50
35532		£11,704.81	£20,587.81	£29,470.81
Total Income Based on 2019/20 Visitor Numbers +7.5%		£1.00	£1.25	£1.50
36378		£12,550.81	£21,645.31	£30,739.81
Total Income Based on 2019/20 Visitor Numbers +10%		£1.00	£1.25	£1.50
37224		£13,396.81	£22,702.81	£32,008.81

Action:

1. Exit all current lines (approximately 175) with less than 10 unit sales recorded against them, consider selling via a market stall on market days to recover cost price.
2. Purchase and position 5qty bookcases into the space identified in the Castle Reception manned by a Visitor Services Assistant. All visitors will then pass through the gift shop upon exit.
3. Sign off agreed layout, revised assortment (no more than 100 lines) and categories; Castle Associated, Castle Branded Souvenirs, Calendar / Event Themed, Gifting x 2.
4. Agree opportunities to develop a seasonal assortment and the buying and pricing strategy to support maximising income and profitability.
5. Invest in the team to support them to pro-actively sell from the gift shop and appreciate its contribution to the upkeep of the Castle Museum Collection & Archive.

UPPER HOLLOWAY LODGE

As Is:

The original Café was located on the ground floor of the Castle and shared its space with the Castle Gift Shop.

Sales in the Café of £6,505.18 less purchases of £3,264.33 delivered a gross margin of £3,240.85 excluding Property and People Costs. It is therefore reasonable to assume that by adding in the cost of one full time member of staff (£23,503.00) and 5% of the Castle and Museums buildings only and associated costs (£6,969.16) would render the current Cafe Trading Account loss making to the value of £27,231.31 in 2019/20.

The average spend per visitor in the original Café in 2019/20 was just 19p.

The offer consisted of poor quality powdered hot drinks, a selection of cold drinks, a small selection of confectionery and a small selection of pre wrapped cakes.

Visitors did not need to pass through the Castle Café as part of their visitor experience and those that did seek it out are underwhelmed by the offer which was reflected in 2019/20 café sales and visitor comments on TripAdvisor such as;

'Not a very big castle, some of it in refurbishment, hence the price of £19 for two adults and two children. However, I wouldn't be happy paying anymore when you can do the whole tour at present, within 45mins. Coffee machine in castle cafe is awful, sadly. Disappointing? Somewhat, they could do with interactive technology to enhance the experience or a guided tour to pad out the visit'.

On the contrary all visitors to the Tamworth Castle & Museum walked past the Upper Holloway Lodge Kiosk (owned by Tamworth Borough Council), until recently a direct competitor to the Castle & Museum due to its range of drinks, snacks and branded merchandise sold.

Engagement:

During Phase 2 'Purpose' respondents made reference to the need for the Castle and Museum to generate more income and to reduce its reliance on subsidy, reference was also made to the Castle playing a more significant role in the wider community and the repurposing of other Castle buildings to be explored which is something I have pursued including the Upper Holloway Lodge.

The Upper Holloway Lodge Café was until 2nd August 2020 tenanted by the Upper Lodge Associates. I was led to believe that the lease had long since expired and whilst the associates paid a peppercorn rent, Tamworth Borough Council have been paying the associated utility bills. During the tenancy the upper lodge has not been visibly maintained in any way which is a shame given that the asset is also a listed building, which comes with a duty of care.

Through conversation with the tenant I am led to believe that they operated the 'Kiosk' on an ad-hoc basis through volunteers and all profits made were divided between local charities. It was shared that sales in excess of two thousand pounds a day were achieved on a good day during the height of the summer. I would estimate that sales of £2000.00 would generate a gross margin of circa £1200.00 due to little to no overheads being incurred (covered by Tamworth Borough Council).

Property Services wrote to The Upper Lodge Associates on 2nd July 2020 to confirm the Council's wishes to take back the premises from 3rd August 2020. They were engaged on multiple occasions by Rob Holder acknowledging their charitable work and reassured that any stock remaining at the end of the tenancy would be purchased by Tamworth Borough Council; the final settlement for stock purchased was three thousand pounds.

In addition, but out of sight of the Castle, the Tea and Chat Café located in the Castle Grounds offers an extensive hot and cold menu to 'eat in or takeaway'.

Recommendation:

My recommendation would have been to relocate the original Castle Café into Upper Holloway Lodge with a flexible 'food and drink on the go' menu. Open April to October, Monday to Sunday 1000-1600 (excluding events) to visitors to the Castle & Museum, Castle Grounds & Events and wider general community.

As a result of the COVID-19 pandemic closing down all activity and the recent decisions to revisit income generation, this project has been bought forward and is being implemented. As a new venture this will need to be supported to become established and should not be measured a success or otherwise in isolation, it should be measured as part of the package of proposals to commercialise the Castle and Museum.

Works identified to quickly trade the existing space included: removing shop fit, install ambient counters, relocate the till, relocate the drinks fridge, install a new hot beverage machine, create space for storage of stock and equipment including cutlery and crockery, create menu boards, install Wi-Fi and data, install CCTV, intruder and fire systems, write operating procedures and create an outdoor seating area.

Longer term consideration could be given to expanding the menu and therefore: install hand wash station, install pot wash station, purchase a soup kettle, panini machine, heated cabinet and chilled display Unit, but aren't essential at this stage. An example menu can be found in (See Appendix 5).

Financials:

1. Property and Associated Cost:

Assumes Maintenance, Security, Utilities, Contents Insurance, Public Liability Insurance, Employers Liability Insurance, Equipment / Furniture & Material, Uniforms, Licences, Telephones, Cash and Security, Bank Charges, Proportion of Charges within Fund, Financing Costs.

Property and associated cost = £6,650.00 (includes one off £3,000.00 CCTV Cost)

2. People and Associated Cost:

Assumes two members of staff present every day 10am and 4pm between April and October. This cost is high by industry standards and could be reduced significantly if Tamworth Borough Council were to permit managed lone working arrangements.

Payroll cost including 26% on cost = £32,193.66

3. Stock and Associated:

All stock purchased needs to deliver a total average 66% Margin.

Food and associated cost to include wastage

4. Income:

In order to cover £38,843.66 Property and People Costs in year one would require sales of circa £58,600.00 to break even. Further work would need to be undertaken to budget for share of trade (beverage vs food) and profitable sales.

Summary:

It is reasonable to assume that once established and trading with a full offer the new Café will cover its costs, provide employment opportunities, enhance the Castle and Museum proposition (not least as it releases a significant space in the castle) and benefit the wider community seeking information.

Therefore measuring its success should include the additional value created through freeing up a space within the Castle. The ability to offer a 'Tamworth Information Centre' service and the significant sales and profit opportunities when events are taking place within the Castle grounds.

The table below sets out the 2020/21 actual performance, the 2021/22 budget and some modest projections.

2020/21									
Cost Centre Name	Account	Account Name	Actual	Budget 1		Projection 1 : 21/22		Projection 2: 22/23	Projection 3: 23/24
UPPER LODGE CAFE	00101	SALARIES	4188.14	12500.00		32193.66		33159.47	34154.26
		Contents insurance / Maintenance				1000		1000	1000
		CCTV				3000 one off			0
		electricity				500		500	500
UPPER LODGE CAFE	30101	EQUIPMENT FURNITURE & MATERIAL	5629.77	9000.00		2000.00 one off			0
UPPER LODGE CAFE	30108	DISPLAY & EXHIBIT. EQUIPMEN	1.88	0.00					0
UPPER LODGE CAFE	30141	MOBILE PHONES	72.33	0.00					0
UPPER LODGE CAFE	30160	PURCH STOCK RETAIL	2325.54	0.00					0
UPPER LODGE CAFE	30511	CATERING PURCHASES	1069.93	4000.00		5583.60		8375.40	11167.2
UPPER LODGE CAFE	30512	ICE CREAM PURCHASES	1148.41	1000.00				0.00	0
UPPER LODGE CAFE	30513	CATERING CONSUMABLES	0.00	0.00				0.00	0
UPPER LODGE CAFE	45040	CASH SECURITY	95.36	100.00		100.00		100.00	100
UPPER LODGE CAFE	45050	BANK CHARGES	11.06	50.00		50.00		50.00	50
UPPER LODGE CAFE	32492	CONTRIBUTION FROM RESERVES	-7500.00	-7500.00				0.00	0
UPPER LODGE CAFE	33141	CATERING SALES	-2415.42	-17150.00				0.00	0
UPPER LODGE CAFE	33146	ICE CREAM SALES INCOME	-1811.84	-2000.00		-£16,920.00		-25380.00	-£33,840.00
UPPER LODGE CAFE	33190	SALE OF SOUVENIRS	-1015.47	0.00					
UPPER LODGE CAFE	33999	OVER/UNDER BANKINGS	-83.75	0.00					
			126775.19	21500.00		27507.26		17804.87	13131.46

It is reasonable to assume that the Café Kiosk will benefit from increased footfall and an uplift in spend per visitor as a result of the improved offer. As already stated, in 2019/20 the average spend per visitor was 19p, increasing spend to 50p could generate upwards of £10,414.82 of additional income which would deliver circa £7,290.37 (rounded to 70%). The table below sets out a number of income projections based on increased footfall and spend.

	2019/20 Actual	Projection 1: Additional Income	Projection 2: Additional Income	Projection 3: Additional Income
Café Average Spend	£0.19	£0.50	£0.75	£1.00
Total Income Based on 2019/20 Visitor Numbers				
33840	-£6,505.18	£10,414.82	£18,874.82	£27,334.82
Total Income Based on 2019/20 Visitor Numbers +5%		£0.50	£0.75	£1.00
35532		£11,260.82	£20,143.82	£29,026.82
Total Income Based on 2019/20 Visitor Numbers +7.5%		£0.50	£0.75	£1.00
36378		£11,683.82	£20,778.32	£29,872.82
Total Income Based on 2019/20 Visitor Numbers +10%		£0.50	£0.75	£1.00
37224		£12,106.82	£21,412.82	£30,718.82

Action:

1. Maintain the Upper Holloway Lodge the primary Café / Shop for visitors to the Castle & Museum, Castle Grounds and Passing Trade.
2. Agree the longer term Organisational Structure, Opening Hours and Core Offer.
3. Set up a fully costed Budget Code to support and inform on costs, income and profit generation.
4. Agree the operating procedures, stock purchasing process and pricing architecture. Secure new deals with suppliers to ensure we are paying the best possible prices.
5. Develop and implement marketing and social media campaign to drive awareness and advocacy.
6. Further develop the proposition to include food and beverage, ability to book tickets and tourist information services.

EDUCATION & SCHOOLS

As Is:

Tamworth Castle & Museum has run an effective Education & Schools Programme since 2000, attracting schools from several counties.

The Education & Events Officer is currently supported by a Casual Assistant that has stepped into the Education & Events Assistant role. A number of Casual Assistants deliver the Early Years, Key Stage 1, Key Stage 2, Key Stage 3 and Key Stage 4 workshops to children.

Workshops have continued to evolve since 2000 to support the changing needs of the school curriculum. The current fees and charges list Jan – December 2019 show 26 different workshops priced between £6 and £8 (prices are reviewed annually in September).

The most popular workshop in 2019/20 was 'Meet the Castle Household and Squire' priced at £6.50 per child which accounted for 61% of all workshops carried out, followed by Saxons 5%, Medieval 5% and the Fire of London 5%.

All workshops are currently developed, written and planned by the Education & Events Officer with support from the Education & Events Assistant and then delivered by a team of Casual Assistants. Workshops are not currently supported by any online presence or augmented reality experience.

The current daily maximum capacity is 100 school children (4 groups of 25) and whilst the team can cater for between 1 and 4 groups of 25 they aim to achieve maximum capacity to cover cost and hopefully make a profit. Available days are taken from the Staffordshire County Council school term dates.

The Education & Schools Programme is not pro-actively marketed beyond word of mouth or the Castle website www.tamworthcastle.co.uk for general enquiries from schools.

Engagement:

During Phase 2 'Purpose' respondents were relatively quiet about the Education and Schools programme. The most vocal group were Castle Staff expressing concerns about a reliance on casual staff to deliver workshops and the wider impact on the team regarding stepping in to cover absence, setting up, cleaning and clearing away whilst also trying to manage the visitor experience and other tasks.

There are currently a number of issues that need to be resolved due to the schools programme clashing with paying visitors and other activities taking place in the castle, including but not limited to rendering parts of the castle off limits at certain times of the day. In addition I observed children sitting on the dirty cold floor in the great hall to eat their lunch alongside being in rooms that are of a poor state of repair whilst other rooms that could be used to facilitate workshops are currently off limits due to their significant poor state of repair.

Having spent time with the Education & Events Officer I established approximately 30% of contractual hours are spent on the Education & Schools Programme, this increased to 40% for the Education & Events Assistant whilst Casuals hours were matched to deliver workshop demand.

Capacity was not reached in 2019/20 due to a number of scheduled maintenance works, the project to deliver the new Battle & Tribute and more recently the COVID19 pandemic. 2019/20 Income has been significantly impacted as a result.

The table below sets out the potential annual income of £123,349.00 associated with the Schools Programme based on 100% occupancy for 'Meet the Castle Household and Squire' workshop and additional average rounded spend in the Café and Shop.

Month	2019/20 Available School Days	2019/20 Daily Max Kids (4x25)	Total Capacity	2019/20 Average Price	100% Capacity Income £	Additional Spend of £1 per Child	Total Income £
Jan	20	100	2000	6.13	£12,260.00	£2,000.00	£14,260.00
Feb	15	100	1500	6.13	£9,195.00	£1,500.00	£10,695.00
Mar	22	100	2200	6.13	£13,486.00	£2,200.00	£15,686.00
Apr	12	100	1200	6.13	£7,356.00	£1,200.00	£8,556.00
May	15	100	1500	6.13	£9,195.00	£1,500.00	£10,695.00
Jun	22	100	2200	6.13	£13,486.00	£2,200.00	£15,686.00
Jul	14	100	1400	6.13	£8,582.00	£1,400.00	£9,982.00
Sep	21	100	2100	6.13	£12,873.00	£2,100.00	£14,973.00
Oct	17	100	1700	6.13	£10,421.00	£1,700.00	£12,121.00
Nov	21	100	2100	6.13	£12,873.00	£2,100.00	£14,973.00
Dec	14	100	1400	6.13	£8,582.00	£1,400.00	£9,982.00
Total A (Exc Jan)	193	1100	17300	6.13	£106,049.00	£17,300.00	£123,349.00
Total B (Inc Jan)	173	1000	19300	6.13	£118,309.00	£19,300.00	£137,609.00

Note: Total A assumes no Education & Schools Programme in the month of January

It doesn't take long to establish that the Schools Programme is significantly profitable when at capacity based on 'Meet the Castle Household and Squire' workshop currently priced at £6.50 per child - this outcome should be celebrated.

The Education & Events Officer maintains a record of the main competitors to the Tamworth Castle and Museum education and schools programme detailed as follows; Stafford Castle workshop (single offer at £3.60), Shugborough Castle workshops (£4.50 to £10.50), Warwick Castle workshops (£6.50 to £12.00) and Tutbury Castle workshops (£7.50 to £12.00). Information taken from the competitor analysis reinforces the good value for money proposition offered by the Tamworth Castle and Museum and therefore presents an opportunity to revisit the pricing strategy ahead of the 2021/22 season.

Consideration should be given to introducing a digital experience for all Key Stages to include an online learning platform and the introduction of augmented reality into workshops. Introducing a digital experience would complement the offer and could reduce / replace some of the labour intensive casual hours used to deliver current activity.

Having explored the provision of augmented reality it is clear to me that there are a number of providers that would be keen to develop a proposition on behalf of the Castle. One such local provider (Enlighten) has expressed the desire to work collaboratively with the authority and has produced an initial proposition which can be viewed (See Appendix 6). It should be noted that digitising the Schools and Education Programme and introducing augmented reality into the Castle would also benefit the visitor experience.

Recommendation:

The Education & Schools programme is a significant income generator and is profitable. I recommend that an end to end review of the Education & Schools programme be carried out to understand its full potential to maximise income and profit generation. Given the economic impact of COVID-19 pandemic I recommend that the review takes place and is concluded by the summer of 2021 in readiness for the 2021/22 school year.

Action:

1. Develop a pro – active marketing strategy that reaches out to all schools within a one hour drive time of the Tamworth Castle and Museum with the aim to maximise occupancy, income and profit generation.
2. Review the catalogue of workshops and pricing structure in line with any competition with the aim to streamline and reduce the number of workshops whilst still offering great choice and value.
3. Explore and develop a Key Stage 4 and Key Stage 5 proposition, this need not necessarily be through ‘delivering a workshop’, it should include an online offering and therefore have wider appeal to include the local community (telling the story from the Saxon era to present day).
4. Revisit the cost of delivering workshops with the aim to reduce reliance on casual staff, achieve more from less and introduce augmented reality into workshops.
5. Move the required core Casual Staff onto school year (38 weeks) seasonal contracts to ensure calibre and reliability is maintained.
6. Standardise all booking materials and reduce manual touch points with the aim of making the process online and self-serve.
7. Consider transferring the administration of bookings, queries, invoicing and payments to Business Support in Marmion House.
8. Digitise all workshop material (removing the significant volumes of paper and storage requirements from the kitchen). Ensure compliance with GDPR.
9. Consider including a free returning child ticket when accompanied by a paying adult for all school children to support an increase in future visitor numbers, income and advocacy.

COMMERCIAL OPPORTUNITIES

As Is:

This section looks at the current Tamworth Castle & Museum traditional events programme alongside the Tamworth Arts & Events calendar of events that take place in the Castle Grounds, Assembly Rooms and the wider borough.

Tamworth Castle has a 2020 schedule of events including a Dragon Hunt; Egg Hunt; St George's Day; WW2; Castle Quest; Saxons; Murder at the Castle; Storytelling; Battle and Tribute Launch; Ghost Tours; Haunted Castle; Haunted Castle Twilight; Ghost Search; Fireworks and Santa Trails. (See Appendix 7).

Tamworth Arts & Events has a 2020 schedule of events but works independently of the Tamworth Castle, whilst this demonstrates silo working it also presents an opportunity to align and strengthen the whole Tamworth offer across all venues to visitors and tourists alike.

Engagement:

During Phase 2 'Purpose' respondents were vocal about the need to expand the Castle offer, generate more commercial activity and increase its income through a more flexible approach taken at the venue. They also wanted to see Castle play a more coordinated role in town centre activity and not as standalone venue.

The Castle events programme is developed and delivered internally by the Castle & Museum team on behalf of the Castle & Museum. Costs associated with delivering Castle events alongside profitability is less clear but their aim to generate income through additional footfall and provide more reasons to visit is to be applauded.

I am not aware of any visitor research being carried out to ask what the paying public what they expect to experience as part of their 'admission entry price' vs what they would be prepared to pay for and experience as a separate 'paid ticketed event'. This should be explored.

I met with the Tamworth Arts & Events, Meetings & Events Coordinator to explore potential synergies and the creation of a shared and aligned calendar of commercial events for the Tamworth borough through optimising all commercial venues, namely the Assembly Rooms, Castle & Museum and Castle Grounds.

I was not surprised to understand that despite best efforts little progress had been made to date in obtaining agreement to run commercial events in the Castle or gain their support to collaborate on bigger events. The 2019 St Georges Day celebration was flagged to me as a good example of silo working and disconnect between the Castle team and the Arts and Events team for planned town centre activity.

The Arts & Events team did secure agreement and planned for a Castle event earlier this year but the COVID-19 pandemic closed down all activity resulting in the event being cancelled.

As a result of many conversations it became clear to me that the Tamworth Castle should focus on offering an outstanding end to end visitor experience as part of the 'admission entry price' with the aim to increase visitor numbers, increase visitor dwell time and increase visitor advocacy. This could be supported with an annualised events calendar aligned to key dates in the calendar year, low to no cost activity demonstrating the Castle and Museum are evolving throughout the year and offering more reasons to visit.

The Arts & Events Team should focus on developing and delivering a coordinated annual calendar of commercial events for the borough with all venues at their disposal. This idea could be scaled to include weddings, venue and room hire to sweat the council's primary commercial assets - the Assembly Rooms, the Castle & Museum, the Castle Grounds through a single point of contact for the borough.

Recommendation:

My recommendation is that the Arts & Events Team take ownership for developing and delivering a coordinated annual calendar of 'paid ticketed commercial events' for all council owned commercial venues and outdoor events across the borough. All events would need to be fully costed and demonstrate a return on their investment before being approved for delivery.

Placing the Arts & Events Team at the heart of the town will support and enable a joined up and coordinated approach to deliver all town centre visitor activity. Benefits could include strengthening engagement with the public, improved and targeted social media activity, opportunity to combine resource, attendance at networking events, coordinated marketing activity and building relationships with town centre business to benefit all.

The Arts & Events Team would be responsible for liaising with the Castle management team to schedule events within the Castle outside of main visitor days and times and to agree roles and responsibilities. The Castle management would be responsible for ensuring the Castle visitor experience and educational programme continues to evolve and is refreshed as part of the business as usual visitor experience. Paid ticketed events will offer something above and beyond and a point of difference to that of the Castle & Museum visitor proposition.

It should be noted that in order to promote the Castle as a credible events venue a number of improvements are required, namely preparing the Great Hall and original Café / Shop by relocating the original Café / Shop and refreshing the décor in both spaces.

The Annual Calendar of Castle Commercial Events:

The following paid ticketed 'commercial events' have been discussed with the Tamworth Arts and Events; Meetings & Events Coordinator and are just the starting point. They are still to be fully costed and scheduled as a result of the COVID-19 pandemic closing down all but essential activity.

All of the events listed can be delivered in the newly refurbished room without impacting the visitor experience or booked in on Monday's when the Castle is closed to take full advantage of the Great Hall.

January	February	March	April	May	June
Lunchtime Lecture x2, History of the Castle	Lunchtime Lecture x2, Heritage Trust	Lunchtime Lecture x2, Robert Peel	Lunchtime Lecture, x2, Gibbs and Canning	Lunchtime Lecture x2, Robin Reliant	Lunchtime Lecture x2, Colin Grazier
Book Club x1, Poetry Club x1	Book Club x1, Poetry Club x1	Book Club x1, Poetry Club x1	Book Club x1, Poetry Club x1	Book Club x1, Poetry Club x1	Book Club x1, Poetry Club x1
Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall
Crochet Workshop	Mosaic Workshop	Spring Floristry Workshop	Enamelling Workshop	Art for Beginners	Heritage Photography Workshop
Calligraphy Workshop	Cake Decorating Workshop	Spring Banquet	Real Ale Event	Sewing Workshop	Cheese and Wine Event
Richard Winterton Valuations	Valentine Cinema Experience	Chocolate Decorating for Easter	Spring Floristry Workshop	Richard Winton Valuations	Willow Weaving Workshop
Knit and Natter	Knit and Natter	Knit and Natter	Knit and Natter	Knit and Natter	Knit and Natter
Heritage Photography Workshop	Wedding Fayre	Wedding Fayre	Heritage Photography Workshop	Cheese and Wine Event	Behind the Scenes Guided Tour
July	August	September	October	November	December
Lunchtime Lecture x2, History of the Castle	Lunchtime Lecture x2, Heritage Trust	Lunchtime Lecture x2, Robert Peel	Lunchtime Lecture, x2, History of the Castle	Lunchtime Lecture x2, Robin Reliant	Lunchtime Lecture x2, Colin Grazier
Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall	Traditional Afternoon Tea in the Great Hall
Heritage Photography Workshop	Sewing Workshop	Cake Decorating Workshop	Autumn Floristry Workshop	Cheese and Wine Event	Santa Trails

Real Ale Event	Behind the Scenes Guided Tour	Heritage Photography Workshop	Haunted Sleepover with hot supper	Bonfire Night VIP	Christmas Cinema Experience
Summer Banquet	Richard Winterton Valuation Evening	tbc	Pumpkin Carving Workshop	Calligraphy Class	Carols in the Courtyard
tbc	tbc	Paranormal Investigators	Halloween Movie Cinema Experience	Carols in the Courtyard	Cheese and Wine Event

The Pro Forma:

To enable and support the consistent delivery of paid ticketed events I would recommend an event pro forma be created for each event to show predicted income, expenditure and profitability for each event. This should be used to evidence a return on the investment and secure the required sign off, see example below:

Event:	<i>Christmas Wreath Making</i>	
Venue:	<i>Castle</i>	Room Hire:
Date:	<i>Thursday X December</i>	Proposed Fees & Charges £140
Time:	<i>1630-1930</i>	Staffing Per Hour:
No of Tickets:	<i>25</i>	Officer £14 / Assistant £9.55
Ticket Price:	<i>£50</i>	Drink and Nibble Per Person:
Projected Income:	£1250	£5
Cost of Event:	<i>£625 (Pay Florist)</i>	
Cost of Room:	<i>£140 (Pay Castle)</i>	
Cost of Staff:	<i>£75 (A&E Cost, may vary)</i>	
Cost of F&B:	<i>£125 (A&E Cost, Drink and Nibble)</i>	
Projected Expenditure:	£965	
Projected Profit:	£285 Profit for A&E + £150 £425 P+L Benefit to TBC	
AD Sign Off:		

The Agenda:

In addition, each paid ticketed event should have an agenda with timings and locations to include:

1. Refreshments on arrival in the original Castle Café /Shop
2. Who's who and Domestics in Café/Shop
3. Introduction to the History of Tamworth Castle & Museum in Café / Shop
4. Hand over to event host in Café / Shop, Move through to event
5. Main Event in Great Hall
6. Thank you and close

Action:

1. Prepare the Great Hall and relocate the Café/Shop (deep clean / decorate) to be ready to support commercial events.
2. Consider investing in the current kitchen to support internal food preparation (café, events, room hire, weddings) and ability to serve hot and cold meals.
3. Create a coordinated booking system that can be viewed and accessed across multiple sites.
4. Transfer the development, management and implementation of commercial events to the Tamworth Arts & Events Team.
5. Update the website and social media to actively promote all commercial events, enable online booking of appropriate events.
6. Arts and Events Team to create an event baseline template and ensure income and expenditure and profit is assigned to the host venue.
7. Ensure all calendar events are factored in as part of the Castle & Museum visitor experience and all paid ticketed events offer something above and beyond and different to the visitor proposition.

WEDDINGS

As Is:

Tamworth Castle and Museum is a licenced venue offering ceremonies in the Great Hall. It does not currently pro-actively promote itself beyond the Tamworth Castle Website.

Couples can currently choose from 11.30am, 1.30pm and 3.30pm timeslots for their ceremony and the Great Hall will accommodate up to 60 seated guests.

The current cost of a ceremony is £925.00 secured with a £150.00 deposit, the cost of the ceremony excludes the registrar fee. Average annual income generated over the last five years was £6,402.47 per year.

Tamworth Castle does not currently have adequate infrastructure in place to offer or deliver a complete wedding solution, in part due to its limitations as a scheduled ancient monument. I would also state the absence of any kitchen (food prep) facilities and the poor state of décor in the Great Hall and surrounding areas and needs to be addressed.

Engagement:

During Phase 2 'Purpose' respondents made reference to weddings as an opportunity to generate further income if properly supported, developed and marketed. That the opening of the newly refurbished Assembly Rooms now provides the opportunity to deliver complete wedding solutions by offering a combination of the best of both venues.

Through conversations with Castle staff I established that their perception is that weddings in the Castle require a lot of effort, aren't supported with appropriate staffing, adversely impact the visitor experience and are a general inconvenience as opposed to being a potential significant income stream. This is as a result of the extra workload placed on already stretched staff and the conflict between wedding guests and paying visitors.

A number of individuals were keen to engage with me and share that whilst they had hoped to have their wedding and function at the Tamworth Castle and Castle Grounds they were met with resistance and obstacles rather than solutions to make their big day happen in their home town.

I met with the Tamworth Arts & Events, Meetings & Events Coordinator to explore potential synergies and the creation of a shared and aligned Wedding Venue proposition with the Assembly Rooms.

Through conversation we agreed that the Castle should be the primary venue and location of choice for a ceremony due to its ancient status and beautiful setting whilst the Assembly Rooms should be the primary venue for functions - being able to offer the best of both is compelling.

We also agreed to develop a proposal that the Tamworth Arts & Events; Meeting and Events Coordinator offer an end to end wedding planner service. Planning individual events tailored to meet individual's needs and budgets through combining an ancient Castle and refurbished state of the art Assembly Rooms.

It is reasonable to assume that with little to no investment offering a 40 guest ceremony in the Castle and 80 guest function at the Assembly Room (scaled up to 60 guest ceremony at the Castle and 200 guest function in the Assembly Room) is achievable.

Consideration should also be given to offering the wedding couple exclusive access to the Castle through the purchasing of the 100 daily slots at the average admission price which would render the venue sold out on the particular wedding day. Whilst this would be an additional cost to the wedding couple it would represent good value to secure the Castle exclusively whilst protecting visitor income for Tamworth Borough Council.

The role of the wedding planner would be paramount to ensure each booking is fully costed and can demonstrate a profitable return on the investment to support income and profit generation to offset the current level of subsidy provided by Tamworth Borough Council.

Consideration should be given to revisiting the price of a ceremony at the Castle, increasing it from £925.00 to £995.00 for the 2021/22 wedding season which would still represent excellent value for money. Tutbury Castle in Burton on Trent charge £660 for a civil ceremony for up to 45 guests, it doesn't have the same 'castle experience' and is more of a castle ruin with a small great hall for up to 42 guests.

Just imagine;

'Making your way up to the stunning Tamworth Castle for your ceremony followed by canapés and a glass of fizz. The opportunity to explore the Castle & Museum and seeing your guests wave you goodbye as you are whisked away on the hospitality shuttle into the Castle Grounds and down by the river for photographs. Making your way back to the Assembly Rooms for a Wedding Breakfast and then a larger gathering with family and friends'.

Or

'Making your way up to the stunning Tamworth Castle with your small group of family and friends for your ceremony followed by canapés and a glass of fizz. The opportunity to explore the Castle & Museum and seeing your guests wave you goodbye as you are whisked away on the hospitality shuttle into the Castle Grounds and down by the river for photographs. Making your way back to the Great Hall for a Wedding Breakfast before departing for a few hours and reconvening at the Assembly Rooms with your larger gathering of family and friends'.

Tamworth Castle All Inclusive Wedding Example:

All-inclusive wedding package starting at £4500.00; includes 40 guests ceremony in the Great Hall (includes canapés and fizz) and 80 guests function in the Assembly Rooms.

1. Castle Ceremony: Ceremony £975, Canapés x40 guests @ £6pp = £240, Glass of Prosecco @ £6pp = £240
2. Assembly Rooms: Breakfast x40 guests @ £35pp = £1400, Glass of Wine with breakfast @ £5pp = £200
3. Assembly Rooms: Evening Buffet x 80 guests @ £15pp = £1200

*Above costs are based on current prices, delivering a return and would generate circa 20% gross margin.

The next steps were to include arranging for a dress rehearsal and photo shoot at both venues alongside pulling together a costed proposal and marketing packs to support promoting and evolving the current offer to drive much needed income. The COVID-19 pandemic stopped this activity which needs to be revisited when safe to do so.

Recommendation:

My recommendation is that the responsibility for weddings and functions transfer to the Tamworth Arts and Events Team; Meetings and Events Coordinator to provide a central and coordinated single point of contact for all functions regardless of venue.

Longer term consideration should be given to developing on site kitchen / food prep facilities. Having engaged just one commercial catering design company I have provided an outline plan (See Appendix 8).

Action:

1. Prepare the Great Hall and relocate the Café/Shop to be ready for Weddings (rooms cleaned and decorated).
2. Invest in the current kitchen to support food preparation (café, events, hire, weddings).
3. Create a coordinated booking system that can be viewed and accessed across multiple sites.
4. Transfer the management of Weddings to The Tamworth Arts & Events; Meetings and Events Coordinator.
5. Update the Website and Social Media to actively promote Wedding Packages.
6. Invest in Wedding collateral to showcase the Castle and Assembly Rooms dressed as individual and/or combined venues.
7. Tamworth Arts & Events Team to create a wedding framework template (amend pending customer needs and wants).
8. Consider investing in an electric hospitality shuttle to transfer elderly or less abled guests to the Castle front door and also the bride and groom for photos /wedding breakfast

VENUE / ROOM HIRE

As Is:

Tamworth Castle & Museum does not currently promote itself as venue for hire, in full or in part with the exception of ceremonies carried out in the Great Hall. In addition, the Castle needs more flexibility with its space which is why it is proposed that two rooms are repurposed.

Engagement:

During Phase 2 'Purpose' respondent talked about the need for the Castle to be flexible in its approach, evolve its offer and drive much needed income to offset the current levels of subsidy provided by Tamworth Borough Council. That the Castle integrates itself within the wider town centre portfolio rather than operating in silo as a standalone venue.

Having already engaged with the Tamworth Arts and Events Team; Meetings & Events Coordinator it made logical sense to explore potential synergies and the creation of an aligned room hire proposition to that of the Assembly Rooms.

The Assembly Rooms currently offer the Auditorium and the Saxon-suite for hire, Tamworth Castle's equivalent would be the Great Hall and the original Café/Shop.

Through conversation and understanding the tried and tested ways of working in the Assembly Rooms we mutually arrived at the following potential daily rates for Castle (assumes that the rooms are cleaned and in a good state of repair / appearance);

Great Hall - £260.00, Original Café/Shop Room - £120.00 (see proposed Fees & Charges).

Any bookings taken in 2020/21 onwards would be new and additional income not previously realised. This could be further increased through offering delegate day rates (Food and Beverage).

Recommendation:

I am recommending that the Tamworth Arts & Events, Meetings & Events Coordinator oversees all bookings for all Council owned commercial venues, allocating the appropriate venue based on a customer's needs and wants. Doing so would create a single point of contact for customers and a single point of contact for coordinating room availability and movement of IT equipment so as to avoid having to purchase duplicate equipment.

An early conversation with the Tamworth Enterprise Centre would be beneficial as there may be 'copy and paste' processes to be shared across the venues.

This way of working could be easily scaled up if the Town Hall or other Tamworth Borough Council owned venues were to be repurposed and available for use / hire.

Action:

1. Prepare the Great Hall and original Café/Shop to be ready for hire (cleaned and decorated).
2. Create a coordinated booking system that can be viewed and accessed across multiple sites.
3. Transfer the management of room / venue hire to the Tamworth Arts & Events Team.
4. Actively promote and market room / venue hire through the Tamworth Castle website.

COLLECTION & ARCHIVE

As Is:

The Tamworth Castle Museum Collection & Archive consists of a modest 'physical' Castle and a modest 'virtual' Website telling the Tamworth Story from Saxon settlement to present day.

The Museum Collection & Archive is made up of over 40,000 individual items (books, objects and archive) but only a minority is available for public viewing within the Castle and Museum.

The majority of the collection and archive is held in storage across multiple locations (Lower Holloway Lodge, The Coach House & Stable and the Amington Museum Store). The issues associated with this are that the Collections Officer has to respond personally to requests for information rather than being able to sign post people to the information or service they require. This is time consuming and at the expense of maintaining the collection.

Modes, the compliant collections software solution system is used to catalogue the entire museum collection and archive and would be the go to system if any of the physical collection or archive were to be lost.

Tamworth Castle and Museum does not currently offer any of the collection or archive to the public for online viewing.

Whilst the Lower Holloway Lodge and Coach House & Stables cost of storage isn't listed, there is a £16,000.00 rental cost per annum for the Amington Museum Store.

The Tamworth Castle Museum Collection & Archive was last accredited by Arts Council England in 2014. This award shows a museum is being properly managed and governed – and other museums recognise that. It demonstrates the museums professionalism – which makes it easier to get funding and helps give confidence to lenders and donors.

The Collections Officer charged with overseeing the Museum Collection & Archive has been in post for the last 17 years.

Engagement:

During Phase 2 'Purpose' respondents made reference to the Museum Collection & Archive, its local and national importance but that only a small proportion is available for general viewing. That the collection and archive should be relevant and available digitally to increase access to it. Some respondents were aware that a separate collection store exists but there was little evidence to suggest a general awareness and understanding of the size of the current collection and archive.

Having engaged the Collections Officer I was told that records on Modes are accurate and up to date as of October 2018 with a small number of objects and archive still to be added, this has not been verified.

The Modes system includes; Object Number, Object Name, Brief Description, Number of Items, Photograph, Stored Location and Date Stored for every item. I was told that less than one third of items listed on Modes have been photographed, this is concerning should any of the physical collection or archive be lost forever.

The Modes system has been used to date for 'back of house' record keeping of the collection and archive but 'Modes Complete' has multi capability to include 'front of house' public access to the collection and archive, this upgrade would cost circa £5,000 and be a significant step forward to support enabling digitisation of the entire collection and archive through the castle's existing website for all to access.

There is a widely held view that a significant proportion of the current collection and archive is not relevant to the Tamworth Story (history / heritage) categorised as: comes from Tamworth; made in Tamworth; used in Tamworth; of interest to Tamworth; exceptional to Tamworth because. Establishing the history of the collection and its relevance will require a significant investment in time.

I was told that no single item has 'conditions' attached and therefore a big piece of work is required to work through the entire collection and archive with the aim of ensuring its relevance, right sizing it, and making it accessible to all.

When asked why the entire collection and archive is not available to the general public the Collection Officer's response was that digitisation was time consuming and not deemed a priority.

In discussing a typical week in the life of a Collections Officer I was told that two days per week were allocated to curatorial and three days general activity, the latter including tasks such as the upkeep of the museum building, collection and archive. Tasks include care, management and preservation supported by volunteers, although none are actively engaged at present which is evident when you look around the castle and museum.

We discussed the condition of the Castle Museum Collection & Archive: cleanliness; state of repair; use of objects; relevance of collection and archive; short to medium term priorities as a result of a lengthy absence in 2019. The Collections Officer acknowledged standards had fallen significantly short of where they need to be but couldn't articulate a plan of action to tackle and redress the situation.

I raised the role of volunteers, as they have all but disappeared, alongside the role of the Friends of Tamworth Castle, many of whom are now unable to support with the cleaning and care of the museum, collection and archive. The Collections Officer acknowledged that no action had been taken to reignite support from volunteers or the Friends. I asked for a brief for volunteers that could be offered out to the college / university careers advisors to gauge interest and support.

The Collections Officer works to museum guidelines (www.artscouncil.org.uk), largely self-certifies through Modes record keeping and maintains full museum accreditation status (renewed every 5 years). Through my conversation with the Collections Officer back in February I established that contact was made with Arts Council England at the back end of last year to make them aware of staff absences and they granted an extension. I was told that they had started the reaccreditation process, COVID then came along and Arts Council England granted an additional extension to April 2021. So technically it has expired (but we have been granted an extension twice (illness, COVID), and therefore needs to be renewed.

Another key responsibility is monitoring the Castle's insect activity and building humidity levels including quarterly reporting. This discussion led to a request for some of the blinds in the Castle to be replaced and for the electric storage heaters to be exchanged for oil filled radiators which are considered to provide a more regulated temperature.

I asked the Collections Officer to rate on a scale of 1 to 10 the current service being provided (0 being poor and 10 being perfect); the response was 4/5. When asked why? cleaning, job too big for one person, support for digitisation and needing others to better understand managing museum / collection vs managing a commercial attraction were the main factors.

Recommendation:

As a result of my finding I recommend that the Collections Officer post be supported to develop a targeted action plan to include measurable outcomes that result in ensuring the Tamworth Castle Museum Collection & Archive gets back on track with Arts Council England Museum Accreditation Status. Ensure 100% recording of the collection and archive on MODES. Re engage with volunteers and the Friends of Tamworth Castle to support improving the upkeep of the museum, collection and archive. Develop an exit strategy for non-essential books, objects and archive and works towards digitising the entire collection and archive.

Action:

1. Develop the Tamworth Castle, Museum Collection & Archive as a modest 'physical' Museum with a significant 'digital' Collection & Archive spanning the Saxon era to present day and promoting Tamworth's history and heritage and accessible to all.
2. Verify that all items currently listed on Modes have; Identification Number, Name, Description, Quantity, Photograph, Location and Date – turn on the Modes front of house.
3. Prioritise, digitising the Saxon Story and Industrial Tamworth followed by the History of Tamworth through Saxon, Norman, Medieval, Tudor, Stuart, Georgian, Victorian (in house project circa 6 months, external support needed for anything A1 and bigger).
4. Develop and implement exit strategy for objects and archive that fall outside of the Tamworth Story (not relevant to Tamworth) as a result of points 3 and 4 ensuring Arts Council England disposal guidelines are followed.
5. Agree revised policy for accepting new objects, books and archive pieces into the collection.
6. Secure overdue Full Museum Accreditation (full inspection due last year), ensure accreditation is maintained.
7. Ensure Modes is up to date and maintained to ensure we have a comprehensive record, should anything happen to the physical collection or archive it would be lost forever.
8. Revisit the collection and archive on display within the Castle Museum with the aim to increase the number of objects and collections on display to increase interest and dwell time whilst pro-actively promoting full online presence.
9. Move all objects and archives out of Holloway Lodge and The Coach House & Stables to support their repurposing. Also explore longer term exit of Amington Industrial Unit, current cost to Tamworth Borough Council including Business Rates is £16,110, explore potential space within Marmion House.
10. Pro-actively recruit new volunteers from college / university to support the Collections Officer get back on track with cleaning, preserving, managing and digitising the Museum, Collection & Archive.
11. Identify from the Collections Officer what is needed to ensure we meet our preservation commitment, e.g. write business case for replacement blinds and oil filled radiators.
12. Engage the Friends of Tamworth Castle to be visitor guides and 'castle ambassadors'.
13. Use the Tamworth Herald archive to create ongoing communication about the Tamworth Story, coordination of activity between Marketing and PR Team and Castle Team required.

PROJECTS

A number of Short and Medium Term Operational Projects (2020/2021) identified during Phase 1 – ‘As Is’ and Longer Term Strategic Projects (2021 onwards) are outlined in this section. Funding has been secured by the Assistant Director; Growth and Regeneration and is now in place to deliver the Short Term Operational Projects.

The Medium Term Operational and Long Term Strategic Projects (2021 onwards) need to be scoped and costed, all support the Castle Museum Collection & Archive activity and longer term potential.

It is my recommendation that a meeting be arranged with Historic England to include the Castle Manager, Assistant Director Growth and Regeneration and the Portfolio Holder to discuss delivery of the Castle’s long term strategy.

Short Term Operational Projects:

1. Pigeon (reinstate visitor areas; staircase, dungeon, well head) – APPROVED
2. Castle Tower Floor (replace and reinstate visitor area) - APPROVED
3. Castle Reception (relocate shop to within) – ACTIONED
4. Motte (landscaping) – 2020/21 Budget, ACTIONED
5. Kitchen & Cellar (sort and repurpose stockroom; storage; costumes), ACTIONED
6. Castle Corridor (clear, sort and repurpose for visitor room access) – ACTIONED
7. Castle Ferrer’s Room (repurpose to new main office) – ACTIONED
8. Castle Main Office (repurpose to classroom / exhibition space) – APPROVED
9. Upper Holloway Lodge Kiosk (repurpose to Castle Café) – ACTIONED
10. Original Café/Shop (repurpose to meeting / hire / mobile exhibition) – ACTIONED
11. Main Entrance and Great Hall (deep clean and decorate) – APPROVED
12. Wi-Fi (install visitor Wi-Fi throughout the castle) – ACTIONED
13. External Interpretation Strategy - APPROVED
14. External Lighting Strategy – APPROVED

Medium Term Operational Projects:

15. Purcell Condition Survey (safe and legal, external visitor walkways, Ferrer’s Room, Guard Room, kitchen corridor roof repairs) – TO BE COSTED
16. All Visitor Rooms (deep clean and redecoration) – TO BE SCOPED / COSTED
17. Internal Heating (replace electric with oil filled) – TO BE SCOPED / COSTED
18. Museum Collection & Archive (digitise and accessible) – IN PROGRESS
19. Website Upgrade (add 360 virtual tour of the Castle & Museum) – IN PROGRESS
20. Augmented Reality (for visitors/schools & education) – IN PROGRESS
21. Introduce Tamworth Story into South Side of Castle – TO BE SCOPED / COSTED

Longer Term Strategic Projects:

22. Renew Castle Condition Survey – **TO BE SCOPED / COSTED**
23. Collection & Archive (Amington exit @ £16k PA) – **TO BE SCOPED / COSTED**
24. Kitchen (events kitchen / staff dining only) – **TO BE SCOPED / COSTED**
25. Restoration of Well Head (new for visitors) – **TO BE SCOPED / COSTED**
26. Upper Holloway Lodge (long term purpose) – **FEASIBILITY STUDY REQUIRED**
27. Lower Holloway Lodge (long term repurpose) – **FEASIBILITY STUDY REQUIRED**
28. Coach House & Stables (long term repurpose) – **FEASIBILITY STUDY COMPLETED**
29. Railings (create safe and secure picnic / event area) – **TO BE SCOPED / COSTED**

SUMMARY OF ACTIONS

I have set out below a summary of all of the recommended actions from the emerging strategy' to deliver fully 'Commercialising the Castle Museum Collection & Archive'.

The following is to be used in conjunction with the Operational Pre Season Strategy, much of which remains outstanding, along with Projects.

ACTION:	DATE:
Deliver recommended actions to fully commercialise the Castle, Museum Collection & Archive with the ultimate aim of increasing income, making profit and decreasing the current level of subsidy provided by Tamworth Borough Council.	
Consider 'Public Consultation' on the purpose and long term future of Tamworth Castle, Museum Collection & Archive given the current and projected anticipated level of subsidy support needed.	
Obtain a commercial value for the asset (Tamworth Castle, Museum Collection & Archive), develop and implement a 10 year capital investment programme to maintain and enhance the value of the asset.	
Agree the proposed organisational structure and costings and progress to the appointments and staffing committee ahead of an implementation date.	
Transfer ownership of the commercialisation of the venue beyond the visitor experience to the Arts & Events team who will in turn liaise with the Castle and Museum team re hiring the castle venue through accessing a 'one version of the truth calendar'. The cost of casual labour is to be built into each event, sign off will be given if the event demonstrates a return on investment, income/expenditure budgets will then be adjusted accordingly.	
Train Manager, Officer and FT Visitor Services Assistants to be 'Duty/Premise Managers' (Key Holder, First Aider, Personal Licence Holder, DBS Checked, Safe and Legal Site, Staff and Visitor Experience, Spektrix Systems and Operational Ways of Working (they complete pre – open/close, internal/external checks).	
Collections Officer brief to be scoped for next 12 months to ensure Museum Collection & Archive compliance, digitisation of collection and archive and renewal of Museum Accreditation Status.	
Re-engage the Friends of Tamworth Castle to provide clarity on their role in the new organisational structure, primarily visitor services history guides.	
Pro-actively engage College / University to secure regular placements to support with Castle Museum Collection & Archive cleaning and preserving, documenting and digitising. Craig Walsh Birmingham University 07517 988178.	
Recruit a pool of 'Casuals' that can work across all commercial venues (Tamworth Arts & Events, Assembly Rooms, and Castle & Museum), allocate costs to appropriate venue / event. Seek opportunities to cross train teams across venues to support peaks and unplanned absences.	
Give sufficient consideration and equal focus to the desired culture within the Castle & Museum as a result of the new Organisational Structure being implemented. Culture needs to be embedded.	
To agree on an ongoing level of annual subsidy.	

To agree that all future activity should aim to increase income generation and reduce cost with the ultimate aim to improve the return on investment to maintain and sustain the Castle Museum Collection & Archive.	
Castle management to ensure that all Castle Museum Collection & Archive activity is fully costed and can evidence a return on any investment made before it is signed off and implemented.	
Revisit the annual budgeting process with the aim of ensuring budgets and activities are SMART (specific, measurable, attainable, relevant and timely). Involve Castle Management in setting expenditure budgets to ensure engagement and accountability.	
Open the Castle Museum Collection & Archive to the general public daily between 1 st February and 24 th December (excluding Mondays and Easter Sunday). Use the time between 24 th December and 31 st January for cleaning, maintenance and coordinated pre-season readiness activity.	
Review the Marketing Plan and Activity (bricks and clicks), targeting key days, weeks, months, seasons and calendar events to drive an increase in footfall and maximising income. Engage social media influencers.	
Further develop the website and social media activity and invest in a link to enable the Museum Collection & Archive online via the existing Modes Platform.	
Review ticket types (to include annual passes and bundles) and ticket prices with the aim to increase loyalty, drive additional footfall and maximise income.	
Create and implement a suite of 'Day out in Tamworth' tickets (e.g. Castle Visit and Lunch in Assembly Rooms) to link the town's history, heritage and commercial venues with the aim to increase footfall and dwell time and maximise income.	
Develop a way of working that enables a successful Schools & Education Programme to run alongside the paying visitor without impacting either experience whilst aiming to reduce cost and maximise income.	
Develop and embed a way of working that enables Visitors, Schools & Education, Events, Venue Hire and Weddings to work seamlessly whilst ensuring a great visitor / user experience.	
Develop a pro – active marketing strategy that reaches out to all schools within a one hour drive time of the Tamworth Castle and Museum with the aim to maximise occupancy, income and profit generation.	
Review the catalogue of workshops and pricing structure in line with any competition with the aim to streamline and reduce the number of workshops whilst still offering great choice and value.	
Explore and develop a Key Stage 4 and Key Stage 5 proposition, this need not necessarily be through 'delivering a workshop', it should include an online offering and therefore have wider appeal to include the local community (telling the story from the Saxon era to present day).	
Revisit the cost of delivering workshops with the aim to reduce reliance on casual staff, achieve more from less and introduce augmented reality into workshops.	
Move the required core Casual Staff onto school year (38 weeks) seasonal contracts to ensure calibre and reliability is maintained.	
Standardise all booking materials and reduce manual touch points with the aim of making the process online and self-serve.	
Consider transferring the administration of bookings, queries, invoicing and payments to Business Support in Marmion House.	
Digitise all workshop material (removing the significant volumes of paper and storage requirements from the kitchen).	

Ensure all administration conforms to GDPR regulations and Tamworth Borough Council retention standards.	
Consider including a free returning child ticket when accompanied by a paying adult for all school children to support an increase in future visitor numbers, income and advocacy.	
Prepare the Great Hall and relocate the Café/Shop (deep clean / decorate) to be ready to support commercial events.	
Consider investing in the current kitchen to support food preparation (café, events, room hire, and wedding).	
Create a coordinated booking system that can be viewed and accessed across multiple sites.	
Transfer the development, management and implementation of commercial events to the Tamworth Arts & Events Team.	
Update the website and social media to actively promote all commercial events, enable online booking of all events.	
Arts and Events Team to create an event baseline template and ensure income and expenditure and profit is assigned to the host venue.	
Ensure all educational and seasonal calendar events are factored in as part of the Castle & Museum visitor experience and all paid ticketed events offer something above and beyond and different to the visitor proposition.	
Transfer the management of Weddings to The Tamworth Arts & Events; Meetings and Events Coordinator.	
Update the Website and Social Media to actively promote Wedding Packages.	
Invest in Wedding collateral to showcase the Castle and Assembly Rooms dressed as individual and/or combined venues.	
Tamworth Arts & Events Team to create a wedding framework template (amend pending customer needs and wants).	
Consider investing in an electric hospitality shuttle to transfer elderly or less abled guests to the Castle front door and also the bride and groom for photos /wedding breakfast.	
Create a coordinated booking system that can be viewed and accessed across multiple sites.	
Transfer the management of room / venue hire to the Tamworth Arts & Events Team.	
Actively promote and market room / venue hire through the Tamworth Castle website.	
Exit all current lines (approximately 175) with less than 10 unit sales recorded against them, consider selling via a market stall on market days to recover cost price.	
Purchase and position 5 qty bookcases into the space identified in the Castle Reception manned by a Visitor Services Assistant. All visitors will then pass through the gift shop upon exit.	
Sign off agreed layout, revised assortment (no more than 100 lines) and categories; Castle Associated, Castle Branded Souvenirs, Calendar / Event Themed, Gifting x 2.	
Agree opportunities to develop a seasonal assortment and the buying and pricing strategy to support maximising income and profitability.	

Invest in the team to support them to pro-actively sell from the gift shop and appreciate its contribution to the upkeep of the Castle Museum Collection & Archive.	
Develop the Tamworth Castle, Museum Collection & Archive as a modest 'physical' Museum with a significant 'digital' Collection & Archive spanning the Saxon era to present day and promoting Tamworth's history and heritage and accessible to all.	
Verify that all items currently listed on Modes have; Identification Number, Name, Description, Quantity, Photograph, Location and Date – turn on the Modes front of house.	
Prioritise, digitising the Saxon Story and Industrial Tamworth followed by the History of Tamworth through Saxon, Norman, Medieval, Tudor, Stuart, Georgian, Victorian (in house project circa 6 months, external support needed for anything A1 and bigger).	
Develop and implement exit strategy for objects and archive that fall outside of the Tamworth Story (not relevant to Tamworth) as a result of points 3 and 4 ensuring Arts Council England disposal guidelines are followed.	
Agree revised policy for accepting new objects, books and archive pieces into the collection.	
Secure overdue Full Museum Accreditation (full inspection due last year), ensure accreditation is maintained.	
Ensure Modes is up to date and maintained to ensure we have a comprehensive record, should anything happen to the physical collection or archive it would be lost forever.	
Revisit the collection and archive on display within the Castle Museum with the aim to increase the number of objects and collections on display to increase interest and dwell time whilst pro-actively promoting full online presence.	
Move all objects and archives out of Holloway Lodge and The Coach House & Stables to support their repurposing. Also explore longer term exit of Amington Industrial Unit, current cost to Tamworth Borough Council including Business Rates is £16,110, explore potential space within Marmion House.	
Pro-actively recruit new volunteers from college / university to support the Collections Officer get back on track with cleaning, preserving, managing and digitising the Museum, Collection & Archive.	
Identify from the Collections Officer what is needed to ensure we meet our preservation commitment, e.g. write business case for replacement blinds and oil filled radiators.	
Engage the Friends of Tamworth Castle to be visitor guides and 'castle ambassadors'.	
Use the Tamworth Herald archive to create ongoing communication about the Tamworth Story, coordination of activity between Marketing and PR Team and Castle Team required.	
Maintain the Upper Holloway Lodge the primary Café / Shop for visitors to the Castle & Museum, Castle Grounds and Passing Trade.	
Agree the longer term Organisational Structure, Opening Hours and Core Offer.	
Establish costed Budget Code to inform on costs, income and profit generation.	

Agree the operating procedures, stock purchasing process and pricing architecture. Secure new deals with suppliers to ensure we are paying the best possible prices.	
Develop and implement marketing and social media campaign to drive awareness and advocacy.	
Further develop the proposition to include food and beverage, ability to book tickets and tourist information services.	

CONCLUSION

It is therefore recommended that:

1. Council approves in principle the preferred project option 7 to fully 'Commercialise the Castle, Museum Collection & Archive' for visitors; schools and education; calendar events; weddings; functions; private hire; identification and implementation of new income streams.
2. Council delegates authority to the Assistant Director Growth and Regeneration (as designated Senior Responsible Officer), in consultation with the Portfolio Holder and the Chief Executive to deliver the preferred project option.
3. Council agrees that the Castle & Museum Team in conjunction with other services and partners will seek to identify, develop and implement work streams and project delivery that maximises income generation with the ultimate aim to offset some of the current level of subsidy provided by Tamworth Borough Council.

RESOURCE IMPLICATIONS

There are likely to be a number of requirements that will require resourcing, these are summarised as follows:

- Human Resources – implement new organisational structure and embed the desired culture.
- Capital Investment – deliver a safe and legal site and the repurposing of external buildings.
- Project Management – leadership resource to oversee strategy implementation and its review.
- Project Delivery – timeline and resources to deliver the associated projects.

LEGAL / RISK IMPLICATIONS

Pending feedback on the preferred Project Option to 'Commercialise the Castle Museum Collection & Archive' no legal implications were identified. The main risks identified that need to be considered are:

Safe & Legal - time and costs associated with delivering change whilst ensuring the appropriate permissions (Historic England and Arts Council England) are sought due to scheduled ancient monument status. (Purcell Castle Condition Survey 2019 to be costed).

People - implementing a new organisational structure that proposes substantial change to the existing one. Potential lack of will and skill and a resistance to change.

Commercial - implementing a new operating model that proposes substantial change to the existing one without adversely impacting the visitor experience but delivers the outcomes

EQUALITY IMPLICATIONS

There are no equality implications.

SUSTAINABILITY IMPLICATIONS

At this stage there are no sustainability implications.

BACKGROUND RESOURCES

1. Castle Review 2015-2018
2. Tamworth Castle & Museum Forward Plan 2014-2019
3. Tamworth Borough Council Accounting Financial Data (2015-2020) and Budgets (2020/21)
4. Tamworth Castle & Museum Audience Development Plan 2020
5. Tamworth Castle & Museum Advertising Plan 2020
6. Trip Advisor (Competitive Analysis)
7. Visit England Assessment Services Reports 2018 and 2019
8. Tamworth Borough Council Website and Social Media Traffic Reports
9. Tamworth Borough Council Corporate Plan 2019-2022 (Vision, Purpose, Strategic Priorities)
10. Purcell Castle Condition Survey Report

APPENDIX

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Note: A separate report on Castle, Museum Collection & Archive consultation verbatim and a photography scrapbook have also been produced and are available.

APPENDIX 1 - PRE-SEASON OPERATIONAL STRATEGY

During Phase 1 – ‘As Is’ the need for a ‘Maintain and Enhance the Asset’ strategy was clear to support the 2020/21 season to include ‘Pre Season’ opportunities within the Castle and wider footprint to increase visitor numbers, increase dwell time, increase spend per visitor and increase visitor advocacy.

Pre-Season Internal:

Increase dwell time, increase spend per visitor and increase advocacy (the current spend after admission is less than £1 per visitor, broken down to 70.4p (Shop) and 19p (Cafe).

1. Re Open the Dungeon (currently inaccessible due to pigeons and scaffolding).
Assistant Director has secured funds to rectify.
2. Re Open the Intra Mural Passage (currently inaccessible due to pigeons).
Assistant Director has secured funds to rectify.
3. Re Open the Tower (currently inaccessible due to a hole in the floor).
Assistant Director has secured funds to rectify.
4. Revisit Poor Cleaning, Painting and Maintenance (protect, improve and enhance).
Head of Castle & Museum acknowledged unacceptable fall in standards.
5. Revisit Museum Rooms (interpretation and memorable photo opportunities).
Head of Castle & Museum acknowledged my concerns.
6. Revisit Shop & Café (improve environment, visitor offer and commerciality).
I reviewed the layout, educated staff (high stock, low sales, edited assortment), relayed the space, increased covers in the Cafe, improved the F&B offer (ice cream), wrote business case and purchased new hot beverage machine (2 yr. payback).

Pre-Season External:

Increase dwell time, increase spend per visitor and increase advocacy (the current spend after admission is less than £1 per visitor, broken down to 70.4p (Shop) and 19p (Café).

1. Clean Railings / improve and enhance Landscaping (primarily around the Motte and Kiosk).
Head of Castle & Museum acknowledged my observations which were through the lens of a visitor but she did not agree with my recommendations.
2. Re Open Castle Perimeter (currently inaccessible due to loose masonry).
Head of Castle & Museum acknowledged my concerns but could not articulate when this would be rectified.
3. Improve Wayfinding from all three access points but primarily the Holloway Lodge and Town Centre through the lens of a visitor.
Head of Castle & Museum acknowledged my concerns, now being progressed through Marketing and Heritage.

4. Improve External Interpretation / Story Telling (paying particular attention to Holloway Lodge, Coach House, Motte and Herringbone Wall).
Head of Castle & Museum acknowledged my concerns, now being progressed through Marketing and Heritage.
5. Implement outdoor seating area within court yard (increase dwell time and café sales).
Head of Castle & Museum reluctantly accepted my recommendation. I wrote a business case and purchased 3 bistro sets (12 additional covers).
6. Cost additional railings by Herringbone wall (create picnic space for children / families).
Approved within reserves pot but scope of works is still to be developed as a result of COVID-19.
7. Define strategy for tree removal within the motte (assess risk of more trees falling and damage to SAM).
Scope of works is still to be developed as a result of COVID-19.

Pre-Season Safe & Legal:

Given the absence and relative recent return of the Head of Castle & Museums and Education & Schools Officer, Safe & Legal compliance was reviewed including meetings held with the Health & Safety Officer and Head of Environmental Health.

1. Certification (Ensure all appropriate certification is current and displayed).
I removed expired Food Hygiene rating (dated 2015), Removed expired Employers Liability Insurance from the public area. Re - instated Public Liability Insurance in public area and Employers Liability Staff area.
2. Condition Survey (Identify any immediate actions, cost and schedule).
Head of Castle & Museum acknowledged the poor state of the office, in my opinion unfit to work in due to props and plastic holding up the ceiling. Assistant Director has secured funds to progress replacement and refurbishment.
3. Pre - Planned Maintenance (Understand the current SLA's, are we where we need to be).
Head of Castle & Museum acknowledged my concerns. I saw no evidence of a pro - active PPM schedule.
4. Cleaning Schedule (Has fallen significantly short of the desired standard, need to address).
Head of Castle & Museum acknowledged my concerns. I saw no evidence of a pro - active schedule.
5. Staff / Casual / Volunteer Mandatory Training, Security Checks, First Aid and Premises Manager Duties (ensure all staff and volunteers are where they need to be).
Head of Castle & Museum acknowledged my concerns re; expired Risk Assessments and lack of staff signatures; Non-Compliance with First Aid at work provision; Non-Compliance with DBS checks.

6. Housekeeping (ensure compliance with TBC Retention Framework, GDPR and Fire Regulations, currently primarily paper based and significant amount of 'stuff' in storage).
 Head of Castle & Museum did not accept my concerns re Excessive paper based operation; Clutter in corridors; Disorganised back of house areas.
7. Determine a storage strategy for all back of house areas and off site areas, including revisiting off site storage unit costing £16,110pa inclusive of business rates.
 Head of Castle & Museum did not accept my concerns at the volume of 'stuff' spread out across multiple building.

Pre-Season People:

Led by the Head of Castle & Museums Collection a small nucleus of permanent staff are supported by a larger group of casual workers and volunteers to deliver a Safe & Legal Site, the Visitor Experience, Education & Schools Programme, Events and Weddings.

1. Develop and propose a new Org Structure that supports delivering a Safe, Legal and Compliant Site, Visitor Experience, School and Education Programme, Events and Commercial Operation (Admissions, Shop, and Café). Include Premises Manager presence.
 I have developed, costed and built a proposed new org structure to support full commercialisation of the castle.
2. Revisit the current will / skill / competence levels and develop the required standard for all roles through staff appraisals and staff development.
 Head of Castle & Museum acknowledged skills and performance gaps and lack of performance management. I spent time listening, coaching and supporting.
3. Re - engage Volunteers and Friends of Tamworth Castle and be clear on their roles in supporting success during 2020 and beyond. Involve key stakeholders in the future strategy.
 The Friends of Tamworth Castle feel disconnected with the Castle & Museum, there numbers are declining and their purpose is neither clear nor supported.
4. Engage with local universities and secure unpaid placements (Leadership, Administration, Commercial, Historic Place / Collections).
 I have engaged with the local universities and identified Heritage; Commercial; Visitor; Marketing; Admin; Education opportunities for University Student Placements. COVID-19 has halted progress.

Pre-Season Visitor:

Between April 2018 and March 2019 the Castle welcomed 38,369 visitors, 28,052 members of the general public and 10,317 school children. Both groups have been in decline since the peak of 45,040 in April 2011/March 2012 due to Staffordshire Hoard Touring Exhibition. The Visit England assessment completed in May 2019 awarded Tamworth Castle 84% for overall quality, the same score as previously awarded in 2018.

1. Deepen our understanding of the Visitor Journey, pre visit (in person, by telephone, online), actual visit (see and feel, dwell, average spend), post visit (how they feel, what they share, advocacy).

Head of Castle & Museum acknowledged the need to understand the end to end visitor experience. I called out the poor telephone experience, opportunities to improve the online experience, lack of awareness of café and shop income and profit and lack of engagement with visitors to increase advocacy.

2. Increase Marketing Activity, including building social media activity (Battle and Tribute opportunity to reverse declining visitors).

Head of Museum & Castle made aware of old branding in multiple places around the Castle & Museum (now updated); dormant Instagram account since 2015 (now reinstated and Instagram Influencer event scheduled but halted due to COVID); inability to book events being promoted but not live on system (now updated). I also questioned the plan for launching the Battle & Tribute, no apparent plan in place.

3. Work with Visit England and other recognised bodies to increase visitor advocacy (including action recommendations from the 2019 assessment).

Head of Castle & Museum made aware that no actions were recorded from the last assessment in 2019 confirming my observations that the visitor experience isn't the priority.

Pre-Season Commercial:

2019/20 Commercials (revenue) were £198,836.94 made up from a majority Admissions: £102,813.50, Souvenirs: £23,927.19, Catering: £6,505.18, Weddings: £4,854.15. Need to ensure all investment is fully costed and increased awareness around break - even point and making profit.

1. Revisit Admissions pricing architecture as a result of significant investment in the Castle; explore other types of ticket such as annual passes (offered to Friends of Tamworth Castle).

I carried out competitor analysis and built a 'competitor spreadsheet', shared with Head of Castle & Museum to support developing ticket types and pricing review.

2. Revisit Education & Schools programme pricing; understand whether this programme is covering costs or delivering a return on investment.

I reviewed the current offer, income and expenditure. No one could articulate the return on investment, namely we make a profit or we don't make a profit.

3. Develop and increase the number of commercial events (build a 'year in view' commercial event planner detailing all events. There are 13 internal events scheduled to be delivered in 2020 but we do not know the costs involved, break - even point or expected return. Staffing limitations are preventing us from maximising events commerciality.

I reviewed the current events, income and expenditure. No one could articulate the return on investment, namely we make a profit or we don't make a profit.

4. Understand the wedding market opportunities, as I write 6 weddings are scheduled to be delivered in 2020.
I saw no evidence that Weddings are pro-actively promoted to generate income.
5. Increase capacity and commerciality of the Café, currently seats 18 with a limited offer of hot and cold drinks, packet snacks, packet confectionary and packet cakes.
I increased internal capacity by 6 covers and secured 12 additional external covers, I secured an ice cream supplier (not currently sold), revisited the cold drink ranging, secured a new hot beverage machine (and 12 months free coffee), reviewed counter space, developing food offer is ongoing.
6. Reduce size of shop and increase commercial return, currently stocks circa 275 lines, 30% of total sales generated from just 17 lines, and 52% of current lines have sold between 0 and 10 units for the year to date.
Head of Castle & Museum unaware need to work through significant excess stock.
7. Explore re purposing and commercialisation of Upper Holloway Lodge, Lower Holloway Lodge and The Coach House & Stables.
Purcell currently developing options as a result of my meeting with the Portfolio Holder.
8. Explore partnership working opportunities with Arts & Events Team, Assembly Rooms and Tamworth Enterprise Centre.
On hold due to COVID-19 Pandemic closing down all activity.

Pre-Season Community:

The Castle is managed in isolation of the Castle Grounds and other Tamworth heritage sites. The car park by Holloway Lodge limits parking to two hours and does not support increasing dwell time in the Castle & Museum.

1. What is there a strategy that brings together all the Arts, Culture and Heritage within Tamworth, what is Tamworth Castle's place within it?
The emerging strategy will include recommendations to bring all parties together.
2. We currently have visitor websites for Visit Tamworth, Tamworth Castle, Tamworth Assembly Rooms, Tamworth what's On, Tamworth Arts and Events, Tamworth Borough Council and Tamworth Enterprise Centre; they all have individual social media. How do we inter connect all through one platform for the visitor, in turn could potentially increase traffic for all areas?
The emerging strategy will include recommendations to bring all parties together.

APPENDIX 2 - GELDARDS LEGAL ADVICE

Date: 18 June 2020
Version: 1

LEGAL ADVICE – PRIVILEGED

TAMWORTH BOROUGH COUNCIL

Advice on Tamworth Castle

Geldards
law firm

TAMWORTH BOROUGH COUNCIL

ADVICE ON TAMWORTH BOROUGH COUNCIL

1. This advice is given pursuant to our Service Level Statement and Instruction Pro Forma sent to you on 5 June 2020.
2. We have been asked to provide advice to assist Tamworth Borough Council (“the Council”) with its review of the future of Tamworth Castle. We have been asked to advise on the following questions:
 - 2.1 Can the Council legally remove the museum collection from public view?
 - 2.2 Can the Council legally dispose of its museum collection?
 - 2.3 Can the Council legally refuse to accept any more museum pieces/collections donations?
 - 2.4 What potential legal challenge might the Council face if it can legally dispose of the collection and chooses to do so?

Background

3. We have been informed that Tamworth Castle and the Tamworth Castle museum and collection are owned by the Council. The collection is accredited by the Arts Council. The Council is considering disposing of the collection in order to save on costs. There is a charity, the Friends of Tamworth Castle and Museum, which supports Tamworth Castle by raising funds and cleaning.

Can the Council legally remove the museum collection from public view?

4. In considering this question, it is necessary to consider the Council’s powers and duties under the Public Libraries and Museums Act 1964 and other legislation. It is also necessary to consider how the Council acquired the items in the Tamworth Castle museum collection and whether there are any obligations or constraints associated with any particular items.
5. Section 12(1) of the Public Libraries and Museums Act 1964 gives the Council power to provide and maintain museums and art galleries within its administrative area or

elsewhere in England or Wales and to do all such things as may be necessary or expedient for or in connection with the provision or maintenance of museums and art galleries. Section 13(1) gives the Council power to make a charge for admission to a museum or art gallery maintained by it. Section 13(2) requires that, in deciding whether to impose charges, the Council must take into account the need to secure that the museum or art gallery plays its full part in the promotion of education in the area and must have particular regard to the interests of children and students.

6. Section 12 gives the Council a power to provide and maintain museums and art galleries but does not impose a duty on it to do so. Therefore, the Council could lawfully take a decision not to continue operating the Tamworth Museum Castle museum and making the museum collection available to the public in that way. In order to act within its powers in taking such a decision, the Council would need to act reasonably in the exercise of its powers. This would require the Council to take account of all relevant matters, disregard irrelevant matters, act for proper purposes, observe any procedural requirements, not act in bad faith and not take a decision that no reasonable local authority could take. The Council would need to ensure that its decision would enable the Council to comply with its pervasive duties. This would include considering whether such a decision would allow the Council to comply with its best value duty in the discharge of such functions. The Council would also need to comply with its equality duties and would need to consider whether any persons with protected characteristics would be particularly adversely affected by a decision to withdraw the Tamworth Castle museum collection from public view. The Council would also need to comply with all relevant legal obligations.
7. The Council would also need to consider the basis on which it holds items in the Tamworth Castle museum collection. We have been informed that the Council owns the museum collection. In general therefore, the Council would be free to use items in the collection as it considers appropriate, subject to this amounting to a lawful exercise of its powers and being compliant with the Council's constitution and any policies and procedures of the Council. However, if the Council has accepted any donations or bequests subject to any conditions, it would need to comply with those conditions. If the Council holds any items on charitable trusts, the Council would need to comply with the provisions of those trusts. If any of the items in the collection are on loan to the Council, the Council would need to comply with any conditions associated with the relevant loans.

8. The Council would also need to consider the implications of the Arts Council accreditation if the Council were to remove the Tamworth Castle museum collection from public view. The accreditation standard published by Arts Council England in 2018 says that a museum must have an access policy or statement approved by the museum's governing body. This should cover how people can see, use, and reference the collection, gain access to the museum buildings and sites, and how information about the collection is shared with people. This should include: using a variety of interpretative methods to exhibit the collection, enabling public access to the collection, buildings and sites, and associated information and .the date when the policy will next be reviewed. The standard also says that a museum must have plans to maintain, and where possible to improve the physical, sensory and intellectual access to the collection, information about the collections, and access to the building housing the collection. If the Council prevents the public from having access to the Tamworth Castle museum collection, it is possible that the Arts Council might conclude that the museum no longer meets the required standard and might withdraw accreditation or refuse to renew it. Loss of accreditation could mean that the museum would be denied access to opportunities for funding that are co-ordinated by the Arts Council. It could also have an impact on the Council's reputation.

Can the Council legally dispose of its museum collection?

9. As stated above, the Public Libraries and Museums Act 1964 gives the Council the power to provide and maintain museums and art galleries but does not impose a duty on the Council to do so. The Public Libraries and Museums Act 1964 does not impose any prohibition on the Council disposing of items held for the purpose of providing and maintaining a museum or art gallery. Section 15 gives a local authority that maintains or proposes to maintain a museum or art gallery to establish a fund to be used for the purchase of objects for exhibition in any museum or art gallery that the local authority maintains or proposes to maintain. If an item is sold, Schedule 2 to the Public Libraries and Museums Act 1964 gives a local authority the power to pay the proceeds into that fund and used for the acquisition but does not oblige it to do so.
10. Section 111 of the Local Government Act 1972 gives the Council the power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of the Council's functions. The Council could use this to dispose of property in the Tamworth Castle museum collection if it is satisfied that this would facilitate or is conducive or incidental to the discharge of the Council's function of providing museum

facilities or any other of the Council's functions. The Council would need to act reasonably in the exercise of its powers.

11. Our instructions asked about the disposal of the museum collection. We have interpreted this as meaning that the Council is considering disposing of items in the Tamworth Castle museum and not the museum building itself. However, if the Council is intending to dispose of land or buildings, it would be intending to exercise its power under section 123(1) of the Local Government Act 1972. The Council would therefore need to comply with its duty under section 123(2) to obtain the best consideration that can reasonably be obtained unless the disposal is for a short tenancy or the Council has the Secretary of State's consent. It is possible that the Council might be able to make a disposal within the scope of the Local Government Act 1972: General disposal consent (England) 2003 : disposal of land for less than the best consideration that can reasonably be obtained, which allows a local authority to make a disposal for less than the best consideration that can reasonably be obtained if it considers that this will help to secure the promotion or improvement of the economic, social or environmental well-being of the area and the extent of the undervalue does not exceed £2 million. The Council would need to be satisfied that any disposal which it intends to make meets those requirements.
12. When considering the disposal of other assets, the Council should take account of guidance published by Historic England on the disposal of heritage assets.
13. As stated above, there may be obligations or constraints on disposal of assets if any obligations or constraints were imposed when the Council acquired items for the Tamworth Castle museum collection. If the Council has accepted any donations or bequests subject to any conditions, it would need to comply with those conditions. If the Council holds any items on charitable trusts, the Council would need to comply with the provisions of those trusts. If any of the items in the collection are on loan to the Council, the Council would need to comply with any conditions associated with the relevant loans.
14. If the Council has any items on loan from their owner, the Council would not be able to sell them. Also, if the Council has loaned any items or has any agreements with any other persons for the use or availability of any items, the Council would need to comply with any such agreements or see if there are any options for the Council to withdraw from or terminate such agreements.

15. If the Council intends to dispose of its museum collection, it would need to consider the implications for its accreditation by the Arts Council. Arts Council England requires accredited museums to act within an agreed legal and ethical framework and to have approved policies for developing their collections. The Arts Council recognises that review, rationalisation and disposal are part of responsible collections management. The Arts Council would not usually regard this as controversial if items are offered freely to other relevant accredited museums. However, the Arts Council says that selling an item for financial reasons is a high risk area and that museums seeking to do this should be aware of the Arts Council's statement regarding the unethical sale of objects from museum collections. The Arts Council has published a disposal toolkit and advises that if a museum believes it has a legitimate reason to sell an item, it should review the toolkit and contact the Museums Association and the museum's accreditation assessing organisation for guidance before making any irreversible decisions. The toolkit includes reference to the principles of the Museum Association's Code of Ethics. The Code of Ethics requires that museums should consider financially motivated disposal only in exceptional circumstances and when it can be demonstrated that: the disposal will significantly improve the long-term public benefit derived from the remaining collection, the purpose of the disposal is not to generate short-term revenue, it is as a last resort after other sources of funding have been thoroughly explored, extensive prior consultation with sector bodies has been undertaken, and the item under consideration lies outside the museum's established core collection as defined in the collections development policy.
16. It is important that the Council should follow the guidance from Arts Council England and comply with any requirements imposed by Arts Council England. As stated above, if the Council's museum's collection were to lose the accreditation of the Arts Council, this could prevent the collection from having access to funding opportunities that are co-ordinated by the Arts Council. It could also have an impact on the reputation of the Council and its museums.
17. The Council must ensure that it complies with all relevant legal obligations when it takes any decisions and actions it takes relating to disposal of items in the Tamworth Castle museum collection. This would include compliance with State aid law.

Can the Council legally refuse to accept any more museum pieces/collections donations?

18. The Council has power under section 139 of the Local Government Act 1972 to accept, hold and administer gifts of property for the purpose of discharging any of its functions or for the benefit of the inhabitants of the Council's area. This is a power, not a duty, so the Council would not be obliged to accept gifts.
19. As stated earlier, the Council has a power but not a duty to provide and maintain museums and art galleries. Therefore, if the Council were to decide to stop providing museums or to reduce its museums services, the Council would not be under an obligation to continue receiving donations for its museums.
20. When taking a decision as to whether or not to accept a donation for a museum collection, the Council would need to act reasonably in the exercise of its powers. Therefore, if the Council were to be offered a donation which it considers would facilitate the discharge of its functions or would be beneficial to the inhabitants of the Council's area, it would need to have a strong justification for refusing a donation.
21. The Council would need to take account of any policies it has on the acquisition of properties for museum collections. The Council should also consider whether its approach to responding to offers of donations or sales would be consistent with the basis of the accreditation by Arts Council England.

What potential legal challenge might the Council face if it can legally dispose of the collection and chooses to do so?

22. If the Council chooses to dispose of the collection, it might face an application for judicial review from a person who alleges that the Council has acted outside its powers in doing so. In this note, we have advised that the Council would have power to dispose of items in the Tamworth Castle museum collection but that the Council could need to act reasonably in the exercise of such powers. A person seeking to challenge the Council's decision to dispose of the collection might try to identify flaws in the Council's decision making process. For example, they might suggest that relevant information has not been made available to decision makers or that the relevance of it has not been drawn to their attention. If the Council decides not to carry out consultation before deciding to dispose of the collection, someone might argue that, in accordance with the Museum Association's Code of Ethics, the Council should have carried out consultation. If the Council does consult about a proposed disposal, someone who seeks to challenge the Council's decision might look for flaws in the Council's consultation processes. Someone might also seek to argue that no

reasonable local authority would take a decision to dispose of a museum collection if it were in the same circumstances as the Council.

23. There might be additional potential for challenge relating to details of particular disposal. For example, if the Council decided to dispose of an item in its museum collection for less than the value of the item, it might be alleged that the Council has provided State aid. The Council would need to ensure that any disposal that it makes is compliant with State aid law.
24. The Council could lessen any potential for challenge of its decisions by ensuring that it addresses all aspects of the decision making process thoroughly prior to making any decisions and that there are clear records of its decisions and the reasons for them.

Conclusions

25. As a general principle, the Council has power to remove items in the Tamworth Castle museum collection from public view and to dispose of such items. This is subject to any obligations or constraints which may have been imposed on the Council under the terms on which particular items in the collection would be acquired.
26. If the Council decides to remove items in the Tamworth Castle museum collection from public view and/or to dispose of such items, the Council would need to be satisfied that this would be a reasonable exercise of its powers and would need to have evidence to show this.
27. The Council would need to comply with any relevant legal obligations when it makes and implements decisions relating to the Tamworth Castle museum collection. This would include complying with its duties relating to best value and to equality and complying with State aid law.
28. If the Council removes items in the Tamworth Castle museum collection from public view and or disposes of them, this could result in loss of accreditation by Arts Council England of the collection. The Council should consider the potential impact of its decisions on accreditation and should liaise with Arts Council England and the Museums Association over this

Tiffany Cloynes
For and on behalf of Geldards LLP

18 June 2020

APPENDIX 3 - JOB PROFILES

JOB PROFILE: Manager Castle, Museum Collection & Archive	Grade H
<p>Job Purpose</p> <ul style="list-style-type: none"> • Report to the Assistant Director to achieve all Castle, Museum Collection & Archive objectives through inspirational leadership. • Develop, implement and regularly review the Castle, Museum Collection & Archive commercial operating performance with the ultimate aim to increase income and profit. • Ensure alignment with Tamworth Borough Council Vision, Purpose, and Strategic Priorities (People & Place and Organisation). • Line - manage and develop the Officers to unlock their full potential. • Lead the wider team to co create an environment in which they can deliver all set business objectives for Safe & Legal, People, Visitor, Commercial and Community. • Foster a collaborative culture that leads to working closely with other services and external organisations to ensure the delivery of operational excellence from all Castle, Museum Collection & Archive activity. • Be the 'brand ambassador' for Tamworth Castle, Museum Collection & Archive. 	<p>Experience</p> <ul style="list-style-type: none"> • Senior leadership role in a commercial / customer focussed business; visitor attraction / museum; visitor attraction / heritage site or similar. • Proven leadership experience of leading a site / premises with responsibility for Safe & Legal, People, Visitor, Community and Commercial accountability.
<p>Functional Responsibilities</p> <p>Safe and Legal</p> <ul style="list-style-type: none"> • Undertake and role model all corporate requirements on health & safety, equal opportunities, data protection, safeguarding, risk management and financial regulations. • Oversee the management and maintenance of the Castle buildings, off site store and their contents to ensure compliance with a safe and legal site. • Ensure the statutory requirements arising from the Castle Museum Collection & Archive Services are performed to the highest standards. • Carry out 'Premise Manager' role to include Key holding, Opening and closing the building, Emergency call out, First aid, Personal licence, Disclosure barring service check and ensuring the delivery of a Safe and legal site. <p>People</p> <ul style="list-style-type: none"> • Lead through coaching, challenging and empowering. Create the conditions for the team to be the best they can be through recognising, embracing and challenging. • Carry out annual appraisals and performance reviews and ensure wider application of performance management and appraisal process across team. • Ensure personal objectives are aligned to Castle, Museum Collection & Archive objectives and identify training and development needs to support the development of highly skilled and motivated staff. 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • Relevant degree, professional qualification or experience. • Knowledge and appreciation of Museum / Heritage and historical buildings, their constraints, conservation and interpretation and public use of them. • Knowledge of the Museum / Heritage sector and how to promote the use of museum collections and historical buildings for the delivery of formal and informal services. • Knowledge of Museum, Collection and Archive practices, legislation and policy. Strong Business acumen: able to obtain essential information; focus on key objectives; recognise options available for solving problems; select the right approach to overcome obstacles; set in motion the plans to get things done. • Strong Commercial Awareness with the ability to set, manage and deliver agreed commercial targets. • Proven experience of leading and developing an outstanding customer experience. • Proven experience of leading, line managing and developing individuals and teams. Able to Engage, Motivate, Develop, Empower, Coach and Drive. • Can evidence experience of bidding for and securing external funding. • Strong stakeholder management and negotiation skills. • Strong project management and change management skills.

<p>Visitor</p> <ul style="list-style-type: none"> • Lead the delivery of an unrivalled visitor experience through inspiring and coaching teams to provide an outstanding front line visitor experience. • Challenge and support the team to deliver market leading presentation standards across all Castle and Museum Collection activity. • Oversee the development of the Castle, Museum Collection & Archive as a visitor attraction and events venue to maximise a quality visitor experience, education experience and commercial events venue - leading to increased visitor advocacy. • Lead the identification, development and improvement of working practices, processes / procedures and systems to support maximising a quality visitor experience, ensuring consistency, effectiveness, quality and high customer care standards in the delivery of Castle, Museum Collection & Archive activities. • Work collaboratively with key internal shared functions to ensure all aspects of Castle Museum Collection & Archive activity is delivered with the aim to increase visitor advocacy and commercial success. <p>Commercial</p> <ul style="list-style-type: none"> • Identify, develop and work collaboratively with other service areas to deliver commercial activity through inspiring and coaching customer focussed individuals and teams with the ultimate aim of generating income and profit. • Lead the delivery of commercial income streams, explore new commercial income streams through inspiring and coaching customer focussed individuals and teams. • Maintain overall budget responsibility for Castle Museum Collection & Archive expenditure and income with the aim to minimise expenditure and maximise income and generate profit. • Proactively seek and secure external funding / grants to support ongoing development of the Castle & Museum. • Oversee the continuous development of visitor experience, education and events programme and wider commercial offer in conjunction with other services, to improve overall Castle Museum Collection & Archive profitability. <p>Community</p> <ul style="list-style-type: none"> • Lead the development of the Council's Castle Museum Collection & Archive Strategies, Policies, Programmes and delivery / action plans. • Prepare briefs, written instructions, commission and ensure delivery of specialist advice to assist the delivery of Castle Museum Collection & Archive Services. • Work with other colleagues and external partners to ensure the work of the Castle Museum Collection & Archive Services contribute to the implementation of the objectives of the Corporate Plan and other relevant plans and strategies. 	<ul style="list-style-type: none"> • Excellent knowledge of Microsoft Office and relevant IT systems. • Full driving licence – this post attracts an Essential Car User Allowance
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<ul style="list-style-type: none"> • Provide advice to elected Members, senior officers and service users on areas of specialist / professional knowledge in a timely manner and to a high standard. • Ensure that work is undertaken across service areas and the organisation to ensure the efficient and effective delivery of services and corporate projects. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Access • Acquisitions and Disposals • Audience Development (Support) • Education • Interpretation • Property Management and Maintenance • Marketing (Support) • Commercial • Business / Forward Plans 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of members, staff, external partners and businesses
<p>Additional Duties</p> <ul style="list-style-type: none"> • Responsibility for the buildings, required to be a key holder and on a rota for opening / closing the building and emergency 'out of hours' call out in connection with alarm activations and other emergencies. • Required to cover evenings, weekends and bank holidays in connection with events, meetings and unplanned absences on a needs basis. • Required to have Disclosure and Barring Service Check, First Aid at Work Qualification, be the Premises Licence Holder to authorise the sale of alcohol and Food Safety Level 2 certified. • Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Measures</p> <ul style="list-style-type: none"> • Safe and Legal – Can evidence the delivery of Safe, Legal and Mandatory requirements are met. • People – Can evidence the pro - active performance management and appraisal of line reports in line with TBC HR requirements. • Visitor – Can evidence the delivery of an outstanding visitor experience for the Castle, Museum Collection & Archive, School & Education Programme, Weddings, Room Hire and Commercial Events activity. • Commercial – Can evidence strong business acumen through setting and delivering stretching commercial targets and developing income streams. Can evidence bidding for and securing external grants and funding. • Community – Can evidence working with external bodies with the aim to secure funding and increase local partnerships.

JOB PROFILE: Castle Education, Events & Heritage Officer	Grade F
<p>Job Purpose</p> <ul style="list-style-type: none"> • Reporting to the Castle Manager to support delivery of the Castle Museum Collection & Archive objectives through inspirational leadership. • Specific responsibility for Visitor Experience, School & Education Programme, Café, Support for Museum Collection & Archive services. • Ensure alignment with Tamworth Borough Council Vision, Purpose and Strategic Priorities (People & Place and Organisation). • Line – manage and develop team to unlock their full potential. • Co create an environment in which teams can deliver all set business objectives for Safe & Legal, People, Visitor, Commercial and Community. • Review the Castle, Museum Collection & Archive operating performance to positively contribute to income and profit generation with specific responsibility for the Visitor Experience, School & Education, Café and Museum Collection & Archive. • Foster a collaborative culture that leads to working closely with other services and external organisations to ensure the delivery of operational excellence from all Castle Museum Collection & Archive activity. • Be the ‘brand ambassador’ for Tamworth Castle, Museum Collection & Archive. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of working in a museum / visitor attraction; heritage / visitor attraction; school; leading a commercial / customer facing team. • Experience of leading within a site / premises. • Experience of leading, line managing and developing individuals and teams. • Experience in developing and delivering living history events and activities. • Experience of leading and managing commercial outcomes.
<p>Functional Responsibilities</p> <p>Safe and Legal</p> <ul style="list-style-type: none"> • Support the undertaking of all corporate requirements on health and safety, equal opportunities, data protection, safe guarding, risk management and financial regulations. • Support the management and maintenance of the Castle buildings, off site store and their contents to ensure compliance with a safe and legal site. • Carry out ‘Premise Manager’ role to include Key holding, Opening and closing the building, Emergency call out, First aid, Personal licence holder, Disclosure Barring service check and ensuring the delivery of a Safe and legal site. <p>People</p> <ul style="list-style-type: none"> • Lead through coaching, challenging and empowering. Co-create the conditions for the team to be the best they can be whilst recognising, embracing and challenging. • Manage, develop and unlock the potential of Casual staff and volunteers. • Carry out annual appraisals and performance reviews for Castle staff through performance management, setting castle aligned personal objectives and identifying training and development needs that support the development of highly skilled and motivated staff. <p>Visitor</p>	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • Relevant Degree, professional qualification or experience. • Knowledge and appreciation of Museums / Heritage and historical buildings, their constraints, conservation and interpretation and public use of them. • Knowledge of the Museum / Heritage Sector and how to promote the use of museum collections and historical buildings for the delivery of formal and informal education services. • Knowledge of Museum Collection & Archive storage and handling requirements. • Excellent people skills, able to Engage, Motivate, Develop, Empower, Coach and Drive. • Business acumen, knowledge of profit and loss, ability to understand and deliver commercial targets. • Strong stakeholder management skills. • Excellent customer service management skills. • Strong project management and change management skills. • Knowledge of Microsoft Office and relevant IT systems. • Strong written and verbal communication skills. • Strong interpersonal and organisational skills. • Skilled in managing time whilst balancing conflicting demands. • Ability to work on own initiative, independently or as part of a wider team.

<ul style="list-style-type: none"> • Ensure the delivery of an unrivalled visitor experience, schools programme, café, museum collection and archive through inspiring and coaching team members to provide an outstanding experience. • Support officer to develop and enhance the museum collection and archive, documentation, storage, information retrieval, research, display and public access to the Castle, Museum Collection & Archive. <p>Commercial</p> <ul style="list-style-type: none"> • Oversee delivery of the schools programme through inspiring and coaching visitor focussed individuals and team with the aim to minimise cost, increase income and profit generation. • Support delivery of the commercial visitor experience and events through inspiring and coaching visitor focussed individuals and teams and working closely with the Arts and Events team with the aim to minimise cost, increase income and profit generation. <p>Community</p> <ul style="list-style-type: none"> • Support maximising external funding for the continuous development of the Castle, Museum Collection & Archive. • Provide educational expertise in the development of heritage learning opportunities within Tamworth Castle and Tamworth Borough for the benefit of all users and the local community. • Work closely with professional bodies giving advice and assistance with regard to documentation, conservation and collection management. <p>Key responsibilities include:</p> <ul style="list-style-type: none"> • Assist in coordinating reactive maintenance work in liaison with the property services department, external contractors and other specialists. • Ensure safe and efficient care, storage and display of the museum collection and archive to the highest practical standard. • Responsible for maintaining health and safety records and carrying out work place inspections, risk assessment checks and weekly health and safety tasks and activities. • Support Officer to develop the museum collection and archive computer and manual based documentation and information retrieval systems and digitising the collection and archive. • Support Officer to manage the museum, its collection and archive, including organisation of loans, maintenance of inventories, planned permanent and temporary displays. • Day to day supervision, coaching and development of line reports (including volunteers and work experience) to ensure high standards of delivery of education and museum activity. • Prepare and manage rotas and time records, ensure right person, right place, and right time. Manage administration of casuals and volunteers. 	<ul style="list-style-type: none"> • Ability to undertake research, compile accurate reports and action plans. • Able to analyse data, solve problems and apply creative solutions.
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<ul style="list-style-type: none"> • Organise and oversee the continuous development of the school booking service to ensure it is effectively supporting delivery of education workshops and activity. • Develop and deliver a range of national curriculum related workshops, activities, and resources targeted at the key stage study levels. • Develop in house workshops (using people and augmented reality), living history performances and informal learning activities for specific audiences, encourage the use of Tamworth Castle through these initiatives, by all sections of the community. • Research, prepare and develop educational resource material for visitors to enhance their visit experience (including interpretation and collection). • Liaise and consult with local education stakeholders on education provision at Tamworth Castle, and work in partnership where required with stakeholders and community agencies to deliver life - long learning opportunities. • Support development of the heritage service library and local history collections and be jointly responsible for managing public enquiries. • Promote the use of the castle, museum collection and archive in both formal and informal educational activity. • Contribute to the wider team aims and objectives with regards to developing the castle, museum collection and archive as a visitor attraction and life - long learning partner. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Support the Castle Manager with Access, Collection Development Acquisitions and Disposals, Audience Development, Education, Interpretation, Property Management and Maintenance, Marketing and Forward Plan. 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity. • Resilient and resourceful in the face of conflict and uncertainty. • Commands the confidence of members, staff, partner organisations and wider businesses.
<p>Other</p> <ul style="list-style-type: none"> • Required to be a key holder on a rota for opening / closing the building and emergency 'out of hours' call out in connection with alarm activations or other emergencies. • Required to cover evenings, weekends and bank holidays in connection with events, meetings and unplanned absences on a needs basis. • Required to have Disclosure and Barring Service Check, First Aid at Work Qualification, hold a Personal Licence and Food Safety Level 2. • Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Measures</p> <ul style="list-style-type: none"> • Safe and Legal - Can evidence that delivery of Safe, Legal and Mandatory Requirements are met. • People - Can evidence the pro - active performance management and appraisal of line reports. Meets TBC HR Requirements. • Visitor - Can evidence the delivery of an outstanding visitor / user experience, museum presentation, strong interpretation of the collection and increased visitor advocacy. • Commercial - Achieves >75% School Programme Occupancy, achieves Café commercial targets. • Community – Can evidence working with external bodies with the aim of securing funding for ongoing investment and building local partnerships.

JOB PROFILE: Castle Education, Events & Administration Assistant (Duty Manager)	Grade B
<p>Job Purpose</p> <ul style="list-style-type: none"> • Reporting to the Castle Officer to provide an outstanding visitor experience through the day to day delivery of the Schools & Education Programme, Museum Collection & Archive. • Participate in and support the Schools & Education Programme workshops, coordination of administration and organisation of the required resource. • Support the Castle Management team with all aspects of the main office function, including telephone, email and general administration. • Assist in the day to day security, maintenance and cleaning of the Castle. • Support the formal and informal delivery of Education Services across Tamworth Borough Council venues, namely the Castle Grounds and Assembly Room. • Be the castle Duty Manager as required. • Be the ‘brand ambassador’ for Tamworth Castle. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of working in a school, museum or heritage attraction. • Experience of working within a team. • Experience of working with children across age ranges. • Experience of participating in and delivering living history events and activities. • Experience of projects, administration, organising tasks and activities. • Experience of security duties, namely cash handling and financial systems.
<p>Functional Responsibilities</p> <ul style="list-style-type: none"> • Support a happy healthy and safe working environment ensuring mandatory and statutory training is 100% completed on time, including but not limited to health and safety, equal opportunities, data protection, safeguarding, risk management and financial regulations. • Be the best version of self, equipped and supported to deliver an outstanding schools and education programme and main office function. • Deliver an unrivalled end to end schools and education experience through providing an outstanding user experience leading to increased advocacy. • Be the main point of contact for schools and in the general office undertaking administrative tasks including answering the telephone, action email and general administrative tasks as required. • Support projects seeking to secure external funding for the continuous development of the castle, museum collection and archive. <p>Key responsibilities include:</p> <ul style="list-style-type: none"> • Carry out ‘Premise Manager’ role to include Key holding, Opening and closing the building, Emergency call out, First aid, Personal licence holder, Disclosure Barring service check and ensuring the delivery of a Safe and legal site. • To undertake the ‘end to end’ process and administration for booking school visits. • To produce all associated documentation for school visits ‘just in time’. • To assist in the preparation of staff rotas to support workshops, including contacting staff and recording times. • To participate in the delivery of workshops as required. • To undertake discreet project work relating to both formal and informal learning at the castle, reviewing existing 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • English and Maths GCSE. • Interest in and appreciation of Museums / Heritage and historical buildings, their constraints, conservation, and interpretation and public use of them, including museum collections and handling artefacts. . • Awareness of current education issues and broader national curriculum. • Understanding of how to work successfully with children covering a wide range of ages and needs. • Ability to absorb detailed information on the schools workshop topics, history of the castle and its displays to provide effective outcomes for service delivery. • Awareness of living history presentation techniques. • Knowledge and relevant IT systems software including tills and systems. • Team player with excellent verbal communication skills, supporting a climate where employees are involved, empowered and committed. • Strong interpersonal and organisational skills. • Ability to work on own initiative, independently or as part of a wider team. • Customer focussed in customer facing role. • Strong administration skills and competent with Microsoft Office. • Ability to use own initiative and work independently or as part of a wider team. • Ability to undertake basic calculations when handling cash and taking payments, and the ability to handle cash and payments responsibly.

<p>services, collating information and producing plans and reports.</p> <ul style="list-style-type: none"> • To contribute to the development of resources and materials, evaluation materials, policies and procedures for formal and informal learning at the castle. • To assist in the set up and dismantling of equipment and resources needed for the education programme, including ensuring that storage areas are maintained in a clean, tidy and orderly fashion. • Handle cash and payments, including assisting with daily cashing up and banking and use of the safe in line with Tamworth Borough Council procedures. • Use the internal radio communication system for all day to day activities within the building. • Carry out castle cleaning duties as required include: toilets; reception; café; shop and great hall due to high footfall in these areas. • Receive incoming and outgoing goods / supplies and move them around the building as required. • Assist in the preparation of exhibitions and events, including the setting up, movement, or dismantling of exhibition and event equipment. • Assist with group visits, undertaking guided tours and general introductory talks and responding to basic questions. • Participating in training and development appropriate to role and in accordance with Tamworth Borough Council procedures. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • General awareness of the Castle Forward Plan and role involved in supporting it. 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity. • Resilient and resourceful in the face of conflict and uncertainty. • Reliable and flexible.
<p>Other</p> <ul style="list-style-type: none"> • Required to be a key holder on a rota for opening / closing the building and emergency 'out of hours' call out in connection with alarm activations or other emergencies. • Flexible on a needs basis to cover evenings, weekends and bank holidays in connection with events, meetings and unplanned absences when required. • Disclosure and Barring Service Check and First Aid Qualification are required for this role. Food Safety Level 2 may be required for this role. • Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Measures</p> <ul style="list-style-type: none"> • Safe and Legal – Can evidence 100% completion of Mandatory requirements. • People – Can evidence learning and applying new skills on the job. • Visitor – Can evidence delivering an outstanding schools and educational experience, supporting increased visitor advocacy for Tamworth Castle Museum. • Commercial – Can evidence supporting delivery of >75% Schools Programme Occupancy. • Community – Can evidence supporting the Castles aims and objectives for securing external funding for its continuous development.

JOB PROFILE: Castle Museum Collection & Archive Officer	Grade E
Job Purpose <ul style="list-style-type: none"> • Reporting to the Castle Manager to provide outstanding day to day care and management of the Museum Collection and Archive. • Implement and maintain procedures to sustain and improve the care, storage, conservation and documentation of all museum collection and archive material. • Assist in the day to day security, maintenance and cleaning of the Castle. • Support the formal and informal delivery of Education Services across the Tamworth Borough. • Be the 'brand ambassador' for Tamworth Castle. 	Experience <ul style="list-style-type: none"> • Experience of working in a museum; heritage attraction; visitor attraction. • Experience of working within a team. • Experience of projects, administration, organising tasks and activities.
Functional Responsibilities <ul style="list-style-type: none"> • Support a happy healthy and safe working environment ensuring mandatory and statutory training is 100% completed on time, including but not limited to health and safety, equal opportunities, data protection, safe guarding, risk management and financial targets. • Be the best version of self, equipped and supported to deliver an outstanding management system for the Museum, Collection and Archive. • Support projects seeking to secure external funding for the continuous development of the Castle, Museum Collection and Archive. Key responsibilities include: <ul style="list-style-type: none"> • To develop appropriate policies, procedures and action plans to effectively manage the museum object and archive collection. • To contribute to and ensure ongoing compliance with the Museum Accreditation Scheme, within the sphere of general collection care and management. • To develop the collection management strategy (relevant to Tamworth) for objects and archive. • To provide professional curatorial advice on the acquisition and disposal of objects and archives in line with Arts Council England guidance. • To maintain and improve standards of collection documentation, including the operation of manual and computerised documentation systems, the management of backlogs, entry, exit and loan inventory and records. • To ensure the collections are categorised to SPECTRUM standards (UK Museum Documentation Standards). • To organise the safe and effective storage and display of the permanent collections, to the highest practical standard, and using archival quality materials. • To implement and undertake a range of preventative conservation measures, including the monitoring of temperatures and relative humidity, pest management, effective housekeeping and cleaning, and correct 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> • Relevant Degree, professional qualification or experience. • Knowledge of the Museum / Heritage Sector and how to promote the use of museum collections and historical buildings. • Knowledge of Museum Collection & Archive storage and handling requirements. • Strong understanding and appreciation of historical buildings, their constraints, conservation and interpretation and public use of them, including museum collections and handling of artefacts. • Knowledge and use of relevant IT systems software and systems. • Strong administration skills and competent with Microsoft Office. • Team player with excellent verbal and communication skills, supporting a climate where employees are involved, empowered and committed. • Strong interpersonal and organisational skills. • Ability to use own initiative and work independently or as part of a wider team.

<p>packaging to ensure the long term care of collections material.</p> <ul style="list-style-type: none"> • To liaise with other professional bodies for advice and assistance with regard to documentation, conservation and all collection management issues. • To oversee the safe movement of collections within Tamworth Castle and from offsite storage areas to other museums and sites, including loans. • To implement and maintain security measures and procedures for the protection of collection material. • To undertake reviews of all collections held by Tamworth castle for the purpose of conservation, display, rationalisation and research. • To undertake research and contribute to both permanent and temporary displays of collection material. • To respond to enquiries relating to historical and collection issues. • To plan, direct and oversee the work of volunteers and work experience placements. • Use the internal radio communication system for all day to day activities within the building. • Assist in the preparation of exhibitions and events, including the setting up, movement or dismantling of exhibition and event equipment. • Assist with group visits, undertaking guided tours and general introductory talks and responding to basic questions. • Participating in training and development appropriate to role and in accordance with Tamworth Borough Council procedures. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Support the Castle Manager with Access, Collection Development Acquisitions and Disposals, Audience Development, Education, Interpretation, Property Management and Maintenance, Marketing and Forward Plan. 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity. • Resilient and resourceful in the face of conflict and uncertainty. • Reliable and flexible.
<p>Other</p> <ul style="list-style-type: none"> • Flexible on a needs basis to cover evenings, weekends and bank holidays in connection with events, meetings and unplanned absences when required. • Required to be a key holder and on a rota for opening / closing the building and emergency 'out of hours' call out in connection with alarm activations or other emergencies. • Any other reasonable duties commensurate with the grade and general nature of the post. • The post holder will be expected to undertake duties off site at the Castle's off site store. 	<p>Measures</p> <ul style="list-style-type: none"> • Safe and Legal – Can evidence 100% completion of Mandatory requirements. • People – Can evidence learning and applying new skills on the job. • Visitor – Can evidence that the collection and archive is complaint, up to date and relevant, strong interpretation of the collection across the museum, increased visitor advocacy. • Commercial – Can evidence supporting the maintaining of Museum Accreditation Status. • Community – Can evidence supporting the Castles aims and objectives for securing external funding for its continuous development.

JOB PROFILE: Castle Visitor Services Assistant (Duty Manager)	Grade B
Job Purpose <ul style="list-style-type: none"> • Reporting to the Castle Manager to provide an outstanding visitor experience through the day to day delivery of visitor services including reception / shop, café, museum customer service, events and functions. • Assist in the day to day security, maintenance and cleaning of the Castle. • Assist in preparing the Castle& Museum Collection for internal and external events and functions. • Support the delivery of visitor services across Tamworth Borough venues, namely the Castle Grounds and Assembly Room. • Be the ‘brand ambassador’ for Tamworth Castle. 	Experience <ul style="list-style-type: none"> • Experience of working in a museum / visitor attraction; heritage / visitor attraction; retail or hospitality. • Experience of working within a team. • Experience of delivering a strong visitor / customer experience. • Experience of security duties, namely cash handling and financial systems.
Functional Responsibilities <ul style="list-style-type: none"> • Support a happy healthy and safe working environment ensuring mandatory and statutory training is 100% completed on time, including but not limited to health and safety, equal opportunities, data protection, safeguarding, risk management and financial regulations. • Be the best version of self, equipped and supported to deliver an outstanding visitor experience. • Deliver an unrivalled end to end castle and museum collection visitor experience (including events and functions) through providing an outstanding customer experience leading to increased advocacy. • Support maximising visitor spend by pro – actively promoting events and upselling in the café and shop. • Support projects seeking to secure external funding for the continuous development of the castle, museum collection and archive. Key responsibilities include: <ul style="list-style-type: none"> • Carry out ‘Premise Manager’ role to include Key holding, Opening and closing the building, Emergency call out, First aid, Personal licence holder, Disclosure Barring service check and ensuring the delivery of a Safe and legal site. • Provide front line visitor services including reception / shop, café, exhibition, customer service and patrolling duties. • Monitor areas of the building by patrolling the site, engaging with visitors, tidying and resetting or replenishing hands on activities, keeping areas clean and tidy and reporting any defects or damage. • Assist in all aspects of the café to sell drinks and refreshments, replenishing stocks and clearing tables to maintain high standards of presentation to visitors. • Assist in all aspects of the reception and shop to sell tickets and souvenirs, replenishing stocks and supplies to maintain high standards for visitors. 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> • English and Maths GCSE. • Interest in and appreciation of Museums / Heritage and historical buildings, their constraints, conservation and interpretation and public use of them. • Excellent customer service skills. • Knowledge and use of relevant IT systems software (tills and systems). • Team player with excellent verbal communication skills, supporting a climate where employees are involved, empowered and committed. • Strong interpersonal and organisational skills. • Ability to work on own initiative, independently or as part of a wider team. • Ability to undertake basic calculations when handling cash and taking payments, and the ability to handle cash and payment methods responsibly.

<ul style="list-style-type: none"> • Handle cash and payments, including assisting with daily cashing up and banking and use of the safe in line with Tamworth Borough Council procedures. • Use the internal radio communication system for all day to day activities within the building. • Deal with routine enquiries via telephone, email or in person, including the taking of bookings and payments. • Carry out castle cleaning duties as required include: toilets; reception; café; shop and great hall due to high footfall in these areas. • Undertake routine administration duties including the collection of visitor information, maintaining visitor records. Preparing packs and information for prospective visitors. • Receive incoming and outgoing goods / supplies and move them around the building as required. • Assist in the preparation of exhibitions and events, including the setting up, movement or dismantling of exhibition and event equipment. • Assist with group visits, undertaking guided tours and general introductory talks and responding to basic questions. • Support the delivery of the educational programme assisting with workshop session set up and monitoring the flow of school parties throughout the building. • Participating in training and development appropriate to role and in accordance with Tamworth Borough Council procedures. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • General awareness of the Castle Forward Plan and role involved in supporting it. 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity. • Resilient and resourceful in the face of conflict and uncertainty. • Reliable and flexible.
<p>Other</p> <ul style="list-style-type: none"> • Required to be a key holder on a rota for opening / closing the building and emergency 'out of hours' call out in connection with alarm activations or other emergencies. • Flexible on a needs basis to cover evenings, weekends and bank holidays in connection with events, meetings and unplanned absences when required. • Disclosure and Barring Service Check and First Aid Qualification are required for this role. Food Safety Level 2 may be required for this role. • Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Measures</p> <ul style="list-style-type: none"> • Safe and Legal – Can evidence 100% completion of Mandatory requirements. • People – Can evidence learning and applying new skills on the job. • Visitor – Can evidence delivering an outstanding customer experience, supporting increased visitor advocacy for Tamworth Castle Museum. • Commercial – Can evidence supporting delivery of the commercial targets associated with Admissions, Events, Weddings, Café and Shop. • Community – Can evidence supporting the Castles aims and objectives for securing external funding for its continuous development.

JOB PROFILE: Castle Visitor Services Assistant Seasonal	Grade A
<p>Job Purpose</p> <ul style="list-style-type: none"> • Reporting to the Castle Manager to provide an outstanding visitor experience through the day to day delivery of visitor services including reception / shop, café, museum customer service, events and functions. • Assist in the day to day security, maintenance and cleaning of the Castle. • Assist in preparing the Castle& Museum Collection for internal and external events and functions. • Support the delivery of visitor services across Tamworth Borough venues, namely the Castle Grounds and Assembly Room. • Be the 'brand ambassador' for Tamworth Castle. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of working in a museum / visitor attraction; heritage / visitor attraction; retail or hospitality. • Experience of working within a team. • Experience of delivering a strong visitor / customer experience. • Experience of security duties, namely cash handling and financial systems.
<p>Functional Responsibilities</p> <ul style="list-style-type: none"> • Support a happy healthy and safe working environment ensuring mandatory and statutory training is 100% completed on time, including but not limited to health and safety, equal opportunities, data protection, safeguarding, risk management and financial regulations. • Be the best version of self, equipped and supported to deliver an outstanding visitor experience. • Deliver an unrivalled end to end castle and museum collection visitor experience (including events and functions) through providing an outstanding customer experience leading to increased advocacy. • Support maximising visitor spend by pro – actively promoting events and upselling in the café and shop. • Support projects seeking to secure external funding for the continuous development of the castle, museum collection and archive. <p>Key responsibilities include:</p> <ul style="list-style-type: none"> • Provide front line visitor services including reception / shop, café, exhibition, customer service and patrolling duties. • Monitor areas of the building by patrolling the site, engaging with visitors, tidying and resetting or replenishing hands on activities, keeping areas clean and tidy and reporting any defects or damage. • Assist in all aspects of the café to sell drinks and refreshments, replenishing stocks and clearing tables to maintain high standards of presentation to visitors. • Assist in all aspects of the reception and shop to sell tickets and souvenirs, replenishing stocks and supplies to maintain high standards for visitors. • Handle cash and payments, including assisting with daily cashing up and banking and use of the safe in line with Tamworth Borough Council procedures. • Use the internal radio communication system for all day to day activities within the building. • Deal with routine enquiries via telephone, email or in person, including the taking of bookings and payments. 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • English and Maths GCSE. • Interest in and appreciation of Museums / Heritage and historical buildings, their constraints, conservation and interpretation and public use of them. • Excellent customer service skills. • Knowledge and use of relevant IT systems software (tills and systems). • Team player with excellent verbal communication skills, supporting a climate where employees are involved, empowered and committed. • Strong interpersonal and organisational skills. • Ability to work on own initiative, independently or as part of a wider team. • Ability to undertake basic calculations when handling cash and taking payments, and the ability to handle cash and payment methods responsibly.

<ul style="list-style-type: none"> • Carry out castle cleaning duties as required include: toilets; reception; café; shop and great hall due to high footfall in these areas. • Undertake routine administration duties including the collection of visitor information, maintaining visitor records. Preparing packs and information for prospective visitors. • Receive incoming and outgoing goods / supplies and move them around the building as required. • Assist in the preparation of exhibitions and events, including the setting up, movement or dismantling of exhibition and event equipment. • Assist with group visits, undertaking guided tours and general introductory talks and responding to basic questions. • Support the delivery of the educational programme assisting with workshop session set up and monitoring the flow of school parties throughout the building. • Participating in training and development appropriate to role and in accordance with Tamworth Borough Council procedures. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • General awareness of the Castle Forward Plan and role involved in supporting it. 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity. • Resilient and resourceful in the face of conflict and uncertainty. • Reliable and flexible.
<p>Other</p> <ul style="list-style-type: none"> • Flexible on a needs basis to cover evenings, weekends and bank holidays in connection with events, meetings and unplanned absences when required. • Disclosure and Barring Service Check and Food Safety Level 2 may be required for this role. • Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Measures</p> <ul style="list-style-type: none"> • Safe and Legal – Can evidence 100% completion of Mandatory requirements. • People – Can evidence learning and applying new skills on the job. • Visitor – Can evidence delivering an outstanding customer experience, supporting increased visitor advocacy for Tamworth Castle Museum. • Commercial – Can evidence supporting delivery of the commercial targets associated with Admissions, Events, Weddings, Café and Shop. • Community – Can evidence supporting the Castles aims and objectives for securing external funding for its continuous development.

JOB PROFILE: Castle Café Visitor Services Assistant	Grade A
<p>Job Purpose</p> <ul style="list-style-type: none"> • Reporting to the Castle Officer to provide an outstanding visitor experience through the day to day delivery of visitor services in the café. • Ensures the day to day security, maintenance and cleaning of the Cafe. • Assists in the counting and ordering of stocks associated with the café operation. • Support the delivery of visitor services across Tamworth Borough venues, namely the Castle Grounds and Assembly Room. • Be the ‘brand ambassador’ for Tamworth Castle. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of working in a museum / visitor attraction; heritage / visitor attraction; retail or hospitality. • Experience of working within a team. • Experience of delivering a strong visitor / customer experience. • Experience of security duties, namely cash handling and financial systems.
<p>Functional Responsibilities</p> <ul style="list-style-type: none"> • Support a happy healthy and safe working environment ensuring mandatory and statutory training is 100% completed on time, including but not limited to health and safety, equal opportunities, data protection, safeguarding, risk management and financial regulations. • Be the best version of self, equipped and supported to deliver an outstanding visitor experience. • Deliver an unrivalled end to end castle and museum collection café visitor experience (including events and functions) through providing an outstanding customer experience leading to increased advocacy. • Support maximising visitor spend by pro – actively promoting and upselling in the café /shop. • Support projects seeking to secure external funding for the continuous development of the castle, museum collection and archive. <p>Key responsibilities include:</p> <ul style="list-style-type: none"> • Provide front line visitor services in the café, being flexible to supports elsewhere on a needs basis. • Assist in all aspects of the café to sell food and beverage, presentation and replenishing stocks and clearing tables to maintain high standards of presentation to visitors. • Assist in all aspects of the café to develop a commercial range of food and beverage ad souvenirs. • Assist in all aspects of the café to ensure appropriate food safety standards are met and maintained at all times. • Handle cash and payments, including assisting with daily cashing up and banking and use of the safe in line with Tamworth Borough Council procedures. • Use the internal radio communication system for all day to day activities within the building. • Deal with routine enquiries via telephone, email or in person, including the taking of bookings and payments. • Receive incoming and outgoing goods / supplies and move them around the building as required. 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> • English and Maths GCSE. • Interest in and appreciation of Museums / Heritage and historical buildings, their constraints, conservation and interpretation and public use of them. • Excellent customer service skills. • Knowledge and use of relevant IT systems software (tills and systems). • Team player with excellent verbal communication skills, supporting a climate where employees are involved, empowered and committed. • Strong interpersonal and organisational skills. • Ability to work on own initiative, independently or as part of a wider team. • Ability to undertake basic calculations when handling cash and taking payments, and the ability to handle cash and payment methods responsibly.

<ul style="list-style-type: none"> • Assist in the preparation of exhibitions and events, including the setting up, movement or dismantling of exhibition and event equipment. • Participating in training and development appropriate to role and in accordance with Tamworth Borough Council procedures. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • General awareness of the Castle Forward Plan and role involved in supporting it. 	<p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity. • Resilient and resourceful in the face of conflict and uncertainty. • Reliable and flexible.
<p>Other</p> <ul style="list-style-type: none"> • Flexible on a needs basis to cover evenings, weekends and bank holidays in connection with events, meetings and unplanned absences when required. • Disclosure and Barring Service Check and Food Safety Level 2 may be required for this role. • Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Measures</p> <ul style="list-style-type: none"> • Safe and Legal – Can evidence 100% completion of Mandatory requirements. • People – Can evidence learning and applying new skills on the job. • Visitor – Can evidence delivering an outstanding customer experience, supporting increased visitor advocacy for Tamworth Castle Museum. • Commercial – Can evidence supporting delivery of the commercial targets for the Café and Shop. • Community – Can evidence supporting the Castles aims and objectives for securing external funding for its continuous development.

JOB PROFILE: Castle Seasonal Education & Schools Assistant	Grade A
Job Purpose <ul style="list-style-type: none"> • Reporting to the Castle Officer to provide an outstanding visitor experience through the day to day delivery of the education and schools programme. • Support the delivery of visitor services education and schools programme across Tamworth Borough venues, namely the Castle Grounds and Assembly Room. • Be the 'brand ambassador' for Tamworth Castle. 	Experience <ul style="list-style-type: none"> • Experience of working in a museum / visitor attraction; heritage / visitor attraction; retail or hospitality. • Experience in delivering living history events and activities. • Experience of working within a team. • Experience of delivering a strong visitor / customer experience. • Experience of security duties, namely cash handling and financial systems.
Functional Responsibilities <ul style="list-style-type: none"> • Support a happy healthy and safe working environment ensuring mandatory and statutory training is 100% completed on time, including but not limited to health and safety, equal opportunities, data protection, safeguarding, risk management and financial regulations. • Be the best version of self, equipped and supported to deliver an outstanding visitor experience. • Deliver an unrivalled end to end castle and museum education and schools visitor experience (including events and functions) through providing an outstanding customer experience leading to increased advocacy. • Support Castle Officer to deliver continuous improvement across all education and schools workshops. • Support projects seeking to secure external funding for the continuous development of the castle, museum collection and archive. Key responsibilities include: <ul style="list-style-type: none"> • Provide front line education and schools visitor services, being flexible to supports elsewhere on a needs basis. • Assist in all aspects of pre arrival and post departure set up and dismantle of education and school activities. • Ensure all activity is delivered in line with laid down lesson plans and in a timely manner. • Assist with reviews and enhancements to the education and school activity to ensure material is fit for purpose. • Participate in and advocate the Castle's remote online learning education and schools programme. • Handle cash and payments, including assisting with daily cashing up and banking and use of the safe in line with Tamworth Borough Council procedures. • Use the internal radio communication system for all day to day activities within the building. • Receive incoming and outgoing goods / supplies and move them around the building as required. • Assist in the preparation of exhibitions and events, including the setting up, movement or dismantling of exhibition and event equipment. 	Knowledge, Skills and Abilities <ul style="list-style-type: none"> • English and Maths GCSE. • Interest in and appreciation of Museums / Heritage and historical buildings, their constraints, conservation, and interpretation and public use of them, including museum collections and handling artefacts. . • Awareness of current education issues and broader national curriculum. • Understanding of how to work successfully with children covering a wide range of ages and needs. • Ability to absorb detailed information on the schools workshop topics, history of the castle and its displays to provide effective outcomes for service delivery. • Awareness of living history presentation techniques. • Excellent customer service skills. • Knowledge and use of relevant IT systems software (tills and systems). • Team player with excellent verbal communication skills, supporting a climate where employees are involved, empowered and committed. • Strong interpersonal and organisational skills. • Ability to work on own initiative, independently or as part of a wider team. • Ability to undertake basic calculations when handling cash and taking payments, and the ability to handle cash and payment methods responsibly.

<ul style="list-style-type: none"> Participating in training and development appropriate to role and in accordance with Tamworth Borough Council procedures. 	
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> General awareness of the Castle Forward Plan and role involved in supporting it. 	<p>Attributes</p> <ul style="list-style-type: none"> Personal credibility with a high degree of integrity. Resilient and resourceful in the face of conflict and uncertainty. Reliable and flexible.
<p>Other</p> <ul style="list-style-type: none"> Flexible on a needs basis to cover evenings, weekends and bank holidays in connection with events, meetings and unplanned absences when required. Disclosure and Barring Service Check may be required for this role. Any other reasonable duties commensurate with the grade and general nature of the post. 	<p>Measures</p> <ul style="list-style-type: none"> Safe and Legal – Can evidence 100% completion of Mandatory requirements. People – Can evidence learning and applying new skills on the job. Visitor – Can evidence delivering an outstanding customer experience, supporting increased visitor advocacy for Tamworth Castle Museum. Commercial – Can evidence supporting delivery of the commercial targets for Education & Schools Programme. Community – Can evidence supporting the Castles aims and objectives for securing external funding for its continuous development.

APPENDIX 4 - COMPETITOR ANALYSIS

Castle Competition (Visitor Attractions and Ruins) - Excel

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Clipboard Font Alignment Number Styles Cells Editing

S36

Google Search - "Top 10 Castles in the East Midlands and Staffordshire" Trip Advisor February 2020

Venue	Opening:		Tickets:				TripAdvisor:					Cafe:	Shop:	Grounds:			Events:		Parking:		Rank ?	
	Winter	Summer	Annual	Family	Adult	Child	Concession	Excellent	Very Good	Average	Poor	Terrible			Free	Extra	Seasonal	Weddings	Education	Free		Extra
Lincoln	7 Days	7 Days	Yes	35	14	7.5	11.5	64%	27%	7%	1%	1%	Yes	Yes	Yes	note	Yes	No	Yes	No	Yes	They do Castle and Medieval Wall, they also do joint
Tamworth	W/E Only	7 Days	No	23	7.5	5	6.5	62%	31%	5%	1%	1%	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	
Grimsthorpe	Closed	7 Days	Yes	31.5	13	5.5	12	64%	29%	5%	1%	1%	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	
Rilnover	7 Days	7 Days	Member	30.7	11.8	7.1	10.6	58%	37%	7%	1%	1%	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	English Heritage
Tattershall	7 Days	7 Days	Member	19.2	7.7	3.8	No	55%	35%	8%	1%	1%	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	National Trust
Elvaston	7 Days	7 Days	No	0	0	0	0	49%	40%	9%	1%	1%	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	
Hockingham	2 Days	2 Days	Yes	No	12	1.5	11	36%	32%	8%	2%	2%	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	
Newark	7 Days	7 Days	No	13.5	5.5	2.75	No	50%	36%	12%	1%	1%	No	No	Yes	No	Yes	Yes	Yes	No	Yes	
Ashby	2 Days	2 Days	Member	16.1	6.2	3.7	5.6	40%	49%	9%	1%	1%	No	Yes	Yes	No	Yes	No	No	No	Yes	English Heritage
Belvoir	Closed	Mixed	No	50	18	9	No	47%	26%	11%	10%	6%	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	
Kirby Muxloe	Closed	Mixed	Member	13.8	5.3	3.2	4.8	33%	47%	16%	3%	1%	No	No	Yes	No	No	No	No	No	Yes	English Heritage
Bolingbroke	7 Days	7 Days	Member	0	0	0	0	41%	47%	11%	1%	0%	No	No	Yes	No	No	No	No	Yes	No	English Heritage
Tutbury	4 Days	6 Days	50 (+7)	No	3.5	3	3	36%	36%	19%	7%	8%	No	No	Yes	No	Yes	Yes	No	No	Yes	
Codnor	7 Days	7 Days	No	0	0	0	0	60%	16%	8%	8%	8%	No	Yes	Yes	No	Yes	No	No	Yes	No	Ruin
Leicester	7 Days	7 Days	No	0	0	0	0	27%	46%	16%	0%	11%	No	No	Yes	No	No	No	No	No	Yes	Ruin
Lemple Bruer	/ Days	/ Days	No	0	0	0	0	35%	67%	0%	0%	0%	No	No	Yes	No	No	No	No	Yes	No	Ruin
Fotheringhay	7 Days	7 Days	No	0	0	0	0	16%	68%	16%	0%	0%	No	No	Yes	No	No	No	No	No	Yes	Ruin
South Kyme	7 Days	7 Days	No	0	0	0	0	33%	51%	16%	0%	0%	No	No	Yes	No	No	No	No	Yes	No	Ruin
Pilsbury	7 Days	7 Days	No	0	0	0	0	100%	0%	0%	0%	0%	No	No	Yes	No	No	No	No	Yes	No	Ruin
Braybrooke	7 Days	7 Days	No	0	0	0	0	0%	100%	0%	0%	0%	No	No	Yes	No	No	No	No	Yes	No	Ruin
Barton Seagrave	7 Days	7 Days	No	0	0	0	0	0%	100%	0%	0%	0%	No	No	Yes	No	No	No	No	Yes	No	Ruin
Chartley	7 Days	7 Days	No	0	0	0	0	11%	34%	33%	0%	77%	No	No	Yes	No	No	No	No	No	No	Ruin
Stafford	2 Days	5 Days	No	0	0	0	0	36%	41%	19%	2%	2%	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	Visitor Centre
Oakham	6 Days	6 Days	No	0	0	0	0	55%	35%	7%	2%	1%	No	No	Yes	No	No	Yes	Yes	Yes	No	
Melandra	/ Days	/ Days	No	0	0	0	0	8%	15%	26%	17%	36%	No	No	Yes	No	No	No	No	No	No	Ruin
Warwick	7 Days	7 Days	Yes	No	20	18	18	47%	29%	13%	6%	5%	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes
Weoley	7 Days	7 Days	No	No	0	0	0	32%	23%	11%	29%	5%	No	No	Yes	No	No	No	No	Yes	No	Ruin
Dudley	7 Days	7 Days	No	51	15.9	10.45	14.05	43%	33%	13%	6%	5%	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	Zoo and Castle
Kenilworth	Mixed	7 Days	Member	30.7	11.8	7.1	10.6	61%	32%	5%	1%	1%	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	English Heritage
Nottingham																						Opening 2021 ?

Sheet1 Sheet2 Sheet3

Ready

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APPENDIX 5 - EXAMPLE CAFÉ MENU

CASTLE CAFÉ MENU (Produced by Assembly Rooms Head Chef)

Breakfast 9am-10.30am

Local Sausage Bap £2.25
Local Dry Smoked Back Bacon Bap £2.25
add either extra bacon or sausage £1.00
Warm Croissant, Jam & Butter £1.75
Toast, Butter & Preserve £1.25

Served from 11am

Classic Chicken Caesar Salad, Garlic Croutons £6.95
Roasted Butternut Squash Salad, Lemon and Mint Cous Cous, Pickled Red Onions £6.25
Thai Chicken and Asian Vegetable Noodle Salad, Chilli & Soy Dressing £6.95

Salad of the Day Please ask for Details £6.95

Soup of the day Please ask for Details £2.95

Sandwich/Toasties Selection £4.50

Tuna & Cheddar Cheese Melt
Chipotle Chicken, Cheddar & Jalapeño
Grilled Red Pepper, Green Pesto & Mozzarella
Mature Cheddar & Chutney
Ham & Cheddar Cheese

Something sweet – handmade in our kitchen £2.75

Carrot & walnut
Almond & raspberry slice
Chocolate brownie
Lemon loaf
Chocolate cake, vanilla cream
Victoria sandwich
Teacake & Butter
Scone, clotted cream, Strawberry Jam
House flapjack

DRINKS

Cappuccino, Latte, Hot Choc £2.25
Coffee, Espresso, Tea £2.00
Cans £1.00
Water £1.00
Fruit Shoot £
J20 £
Glass Bottle £
Plastic Bottle £
Apple / Orange Juice £

APPENDIX 6 – AUGMENTED REALITY PROPOSAL

Background/Rationale for Augmented Reality exhibits at Tamworth Castle.

Augmented Reality is a new and innovative approach in helping people access digital content through their mobile devices. Augmented Reality (AR) provides instant point of need access to information and provides an engaging interactive exhibit. It will provide Tamworth castle with a state-of-the-art communication tool. This will have the added benefit of helping up-skill the local community and close the digital skills gap.

QR codes are now a familiar sight in advertising/marketing but they simply link through to a single web page. AR campaigns offer multiple, interactive, rich, media experiences in the field of vision (including video, audio, photo features as well as web links) that can be updated in real time without incurring additional printing costs.

The nature of AR triggers also means that content can be updated from the development end with no additional costs to reproduce or reprint materials. By keeping further development costs as low as possible without compromising on quality and employing a base price for products and services the long-term sustainability of the project is ensured.

As discussed during our Zoom meeting we can build on the initial project by adding further augmented reality portraits to other rooms as required and develop further solutions to additional areas mentioned. I would be happy to discuss these further at a later date.

Enlighten have designed and delivered multiple AR campaigns for clients both large and small including Rethink mental illness, Institute for leadership and management and a large London based College group and were voted the top tech company in the Midlands in October last year.

AR app

A free to download Augmented Reality app available globally on iOS or Android app stores

Standardised Call to Action posters/elements to include in graphic design as required ensuring wider adoption and engagement with the experiences. These can also take the form of posters adjacent to the augmented reality exhibits.

The AR platform

Enlightens recommended AR platform partner is Zappar. A scalable marker-based platform with guaranteed uptime of over 99%. We can use alternative augmented reality platforms but these will increase the quoted costs. Happy to discuss further should you prefer this option.

The Pilot Proposal

The problem

According to UK government statistics there has been a steady decline in the number of people visiting museums over the last few years. This has been compounded in 2020 with the Covid-19 pandemic meaning the closure of Museums for 3 months and a reduced capacity on reopening.

Tamworth Castle traditionally has around 50,000 visitors annually comprising of school parties, organised coach trips and individuals generating an approximate annual income of £1.25m based on entrance fees, refreshments and gift shop spend.

Tamworth Castle offers live experiences to school children in the form of actors speaking about what it was like living in the castle at a given period in time which provides an engaging experience but this is not available to all visitors outside of school term time which means they do not get the same informative engaging experience.

It is also vital that the footfall is increased to recoup revenue lost through the covid crisis. And ensure the future of the castle is secure. Through our innovative exhibits and merchandise options we believe that we can increase both footfall and revenue by a minimum of 10%. This is in addition to the direct cost saving of reduced “live” character actors.

The solution

Enlighten has the perfect solution to address the problems identified above combining emerging technology with ancient history. We propose creation of a minimum 7 augmented reality (AR) experiences (one per era of the castle) comprising of portraits that “come to life” via users own smart devices and explain what it was like to live in the castle during their particular time period. At the end of each experience the “portrait” will direct the visitor to the next time period and the next AR experience thus creating a “guided” tour and a chronological timeline for visitors to really understand how the castle changed over the years.

It provides an innovative, engaging exhibit that caters for multiple learning styles and quite literally brings history to life.

We can offer this solution at three differing price points to suit your budget whilst still providing an interactive, scalable, augmented reality experience (also attached separately)

Costings

Package options

Bronze	Silver	Gold
Innovative, engaging exhibit that caters for multiple learning styles and quite literally brings history to life.	Boost footfall and revenues with engaging visitor experiences	Enhance educational value with additional resources mapped to national curriculum
<ul style="list-style-type: none"> ✓ Experiential Design ✓ 7 Augmented Reality Experiences ✓ 2 sets of design revisions ✓ Project coordination ✓ One year's platform & cloud hosting ✓ First year technical support (up to 20hrs) 	<ul style="list-style-type: none"> ✓ Experiential Design ✓ 7 Multi-layered AR Experiences ✓ 3 sets of design revisions ✓ Full Project management ✓ 3rd Party Liaison ✓ One year's platform & cloud hosting ✓ Graphic Design of "portraits" ✓ Quarterly analytics report ✓ AR postcard pack for retail* ✓ First year technical support (up to 50hrs) 	<ul style="list-style-type: none"> ✓ Experiential Design ✓ 7 Multi-layered AR Experiences ✓ 3 sets of design revisions ✓ Full Project management ✓ 3rd Party Liaison ✓ One year's platform & cloud hosting ✓ Graphic Design of "portraits" ✓ Quarterly analytics report ✓ AR postcard pack for retail* ✓ First year unlimited technical support ✓ AR resource pack for schools** ✓ Widget for marketing assets
		
£20,000	£25,000	£32,000

50% upfront payment, 50% on completion of AR assets

*Profit share to be agreed and paid monthly

**Mapped to National Curriculum. Lesson plans/scheme of work can be created for additional fee

Return on Investment

The innovative nature of the augmented reality exhibits offers many benefits. They will attract the attention of local media channels as well as provide an opportunity to use video clips of the portraits coming to life on castle social media and website.

- This will raise the profile of the castle and increase word of mouth recommendations thereby increasing footfall noticeably leading to predicted increased revenue of more than 10% (approx. £200,000) annually.
- Reduced fees for actors (estimated £18000pa – based on this cost the Augmented reality would pay for itself within 12- 24 months dependent on chosen package)
- More accessible than reading for those who have English as a second language or a learning difficulty and caters for all learning styles.
- More educationally relevant content. As an ex teacher I can map any content to national curriculum standards for any of the key stages thus adding value to the educational experience and allowing teaching staff to build their curriculum around the castle.

I am sure that you can see the benefits augmented reality can bring to your exhibits and an already fantastic museum. We can really take it to another level by combining ancient history with emerging technology here in the capital of old Mercia.

If this proposal is accepted it can be expanded on in multiple ways over a 3-5 year period to ensure there is always something new and interactive for visitors to get excited about. This can be discussed in more detail at a later date.

Please don't hesitate to get in touch if you have any questions about this proposal.

Thank you for your interest in Enlighten.

APPENDIX 7 – 2020 EVENTS DIARY

EVENTS DIARY FOR CASTLE & TIC STAFF 2020

Daytime and Evening Events

TICKETED

Events that are pre booked via TIC with tickets

Castle seasonal opening times:

Summer Season: April to September: Tues to Sun: 10.30 a.m. to 3.00p.m. Building closes at 3.45 p.m. *

Winter Season: October to March: Sat and Sun 11.00 a.m. to 2.30 p.m. Building closes at 3.15 p.m.**

* The Castle is also open on Mondays during Staffordshire school holidays – please check Tamworth Castle website

** The Castle is also open during Staffordshire school holidays with the exception of the Christmas break – please check Tamworth Castle website

1.0: January

No Public Events

2.0: February

2.1: Dragon Hunt

Daytime: Saturday 15th February to Friday 21st February

Event details:

Tamworth Castle's resident dragon, Ruby, and her brother Hafgrim, have gone missing. Whilst playing hide and seek they now appear to be lost!

Visitors are invited to come and help us search for our dragons and pick up some dragon facts along the way. Learn how to decorate the dragons den, identify the dragon eggs and brush up on your dragon hunting skills! In addition, children will have the opportunity to have a go at a dragon related craft.

Admission times: 10.30am –3.00pm (building closes 3.45 p.m.)

Admission: Adults £7.50, OAP £6.50, Child (over 5) £5.50, Child (2-4yrs) £3.50, Under 2 yrs free

Price increase on this event, as it includes a 50p charge to cover the cost of the craft activities.

No Pre-booking necessary.

3.0 March/ April

3.1: Egg Hunt

Daytime: Saturday 4thth April to Sunday 19th April

Event details:

Family fun for Easter with our 'egg-stra' special egg hunt. Ruby the Castle Dragon has disguised her eggs so that the dastardly dragon hunter will be unable to detect them. As an extra precaution Hafgrim, Ruby's brother, has hidden the eggs and now cannot find them!

Come along and join in this fun hunt but don't forget to record the egg locations on the quiz sheet – as you will hand in the sheet to receive a small prize! All in all a fun event and egg-citing way to explore the Castle

Please note: visitors will not be able to find Ruby as she will be too busy looking for her eggs!

Admission times: 10.30am –3.00pm building closes 3.45 p.m.

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £5.00, Child (2-4yrs) £3.00, Under 2 yrs free

No Pre-booking necessary.

3.2 St. Georges Day: Medieval living history in the Castle and re-enactments in the Castle Grounds.

Daytime: Saturday 25th April

To celebrate the patron saint of England, the Castle is holding a truly medieval experience. The day of fun includes living history at the Castle, where visitors can have a go at doing the laundry, learn about medieval weaponry and armour, or have a go at some traditional games with the Castle's own Lady Freville. In the Castle Grounds try out archery, enjoy the spectacular medieval joust, walk around the medieval encampment, chat to the street entertainers and try out the children's activities!

Admission times: 10.30am –3.00pm building closes 3.45 p.m.

Admission: Adults (16yrs+) £7.50, OAP (65yrs+) £6.50, Child (5-15yrs) £5.00, Child (2-4yrs) £3.00, Under 2 yrs free

No Pre-booking necessary.

4.0 May/June

4.1: WW2 in the Castle

Daytime: Friday 8th- Sunday 10th May

Come and join us as we commemorate the 75th Anniversary of VE Day that saw the end of fighting in Europe. To mark the occasion come and try your hand at firefighting, learn about war time communications, have a go at decoding secret messages and meet the Billeting Officer.

Admission times: 10.30am –3.00pm building closes at 3.45 p.m.

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £5.00, Child (2-4yrs) £3.00, Under 2 yrs free

No Pre-booking necessary

4.2: Castle Quest

Daytime: Monday 25th – Friday 29th May

The Castle Quest is a must for those who love solving riddles and having a go at challenges! Questers must test their wits to unravel puzzles from the clues presented and use this knowledge to finish the game. Questers will then meet their ultimate trial.....to walk the Quest grid blindfolded!

A reward is given to all Questers upon completion of the grid.

Admission times: 10.30am –3.00pm Building closes at 3.45 p.m.

Admission: Adults (16 yrs+) £7.50, OAP (65 yrs+) £6.50, Child (5 -15 yrs) £5.00, Child (2-4yrs) £3.00, Under 2 yrs free

No Pre-booking necessary.

5.0 July/ August Summer Events

5.1: Saxons at the Castle

Daytime: Tuesday 21st - Thursday 23rd July

Tuesday 28th - Thursday 30th July

Tuesday 4th – Thursday 6th August

Come and find out what life was like for those living in Tamworth during Saxon times.

Visit the new Saxon themed Battle and Tribute Gallery, encounter a host of Saxon characters such as the warrior, wife and Tamworth's own Aethelflaed. Be challenged by Saxon themed activities and gain an insight of how the Saxons got things done.

Admission times: 10.30am –3.00pm Building closes at 3.45 p.m.

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £5.00, Child (2-4yrs) £3.00,
Under 2 yrs free

No Pre-booking necessary.

5.2: Murder at the Castle

Daytime: Saturday 8th – Sunday 23rd August

There has been a murder at the Castle. Use your investigative skills to find evidence and crack clues to see if you can pin point the culprit. A reward is given to all who present their findings to the sheriff in the shop.

Admission times: 10.30am –3.00pm Building closes at 3.45 p.m.

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £5.00, Child (2-4yrs) £3.00, Under 2 yrs free

No Pre-booking necessary

5.3: Storytelling

Daytime: Saturday 29th -Monday 31st August (Bank holiday weekend)

By some strange magic the tales have escaped from the Storytellers book. Visitors are asked to come to the Castle and help the storyteller find the lost stories and listen to their telling.

To add to the fun visitors are encouraged to come along dressed in their favourite story themed costumes.

Price increase on this event, as it includes a 50p charge to cover the cost of the craft activities.

Admission times: 10.30am –3.00pm Building closes at 3.45 p.m.

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £5.50, Child (2-4yrs) £3.50, Under 2 yrs free

No Pre-booking necessary

6.0 September

5.0: Battle and Tribute Launch Event

Daytime: Saturday 19th & Sunday 20th Saxon encampment in the Castle grounds and Saxon characters and activities at the Castle

To celebrate the opening of the New 'Battle and Tribute' Saxon themed gallery at Tamworth Castle, the Castle will host Saxon Encampment in the Castle Grounds accompanied by a host of Saxon characters and hands on activities at the Castle

Visitors will have the opportunity to immerse themselves in the new Saxon themed gallery and interact with a series of Saxon characters and gain an insight into their everyday lives. Hands on activities will be available to give participants an idea of how the Saxons got things done!

Admission times: 10.30am –3.00pm Building closes at 3.45 p.m.

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £5.00, Child (2-4yrs) £3.00,
Under 2 yrs free

No Pre-booking necessary.

7.0 October

7.1: Ghost Tours

Evening: Saturday 17th October

TICKETED

Undertake a guided tour with a difference and find out about the Castle's alternative history. Visitors will be guided through the dimly lit Castle by our experienced tour guides whilst learning about the history of the Castle and the various ghostly goings that have been reported over the years.

Adults 16 yrs and over only

Admission times: Every half hour from 7pm – 9.00 p.m. (7.00 p.m. 7.30 p.m. 8.00 p.m. 8.30 p.m. 9.00 p.m. potential for extra slot at 9.30 p.m. if required)

Admission: Adults only: £9.00

Pre-booking necessary.

7.2: Haunted Castle

Daytime: Saturday 24th - Sunday 1st November

A week full of ghostly goings on at Tamworth Castle's haunted spooktacular. Encounter a series of creepy characters and activities as you tour the Castle. See if you can meet the cackling hags, then look out for Master Slaughter as he may try and steal some body parts! Only the courageous will manage to finish their tour without being spooked.

Recommended age 6 – 11 yrs: Below that age admission is at parental discretion

Admission times: 10.30am – 3.00pm. Building closes at 3.45 p.m.

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £5.50, Child (2-4yrs) £3.50, Under 2 yrs free

Price increase on this event, as it includes a 50p charge to cover the cost of the craft activities.

No Pre-booking necessary.

7.3: Haunted Castle Twilight Event

TICKETED

Encounter the Castle's Halloween characters by twilight. The evening includes all of the fun of the daytime event and more! The cackling hags will be on hand to test your spell making powers whilst Master Slaughter the barber surgeon will be on hand to remove any problematic body parts! Only the courageous will manage to finish their tour without being spooked.

Admission times: Bookings from 5pm – 8.00pm

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £6.50, Child (2-4yrs) £4.50, Under 2 yrs free

Recommended age 6 – 11 yrs: Below that age admission is at parental discretion

Pre-booking necessary.

7.4: Ghost Search

Evening: Saturday 31st

TICKETED

Join us for a night with a difference on our ghost walk around the Medieval Castle, with vigils conducted in reputedly haunted rooms. Cameras or camcorders can be used, and we advise warm clothing and rugs or cushions for use during the vigils as rooms can be chilly!

Evening admission times: Doors open 7.30 p.m. for an 8.00 p.m. start until 12.00 midnight

Admission: Over 18s only: Adults £30.00 No concessions

Soft drinks are available for purchase on arrival. Then during a break in the evening complimentary tea and coffee with a slice of cake are served.

Booking: Pre-booking essential

8.0: November

8.1: Fireworks Night

Evening: Saturday 7th

This is a chance to visit Tamworth Castle after dark, before enjoying the ever popular breath-taking firework display in the Castle grounds. Castle Grounds activities start at 6.00 p.m. with Fireworks at 7.00 p.m.

General Admission fees apply for entrance to the Castle.

Admission: Adults (16yrs+) £7.50, OAP (65yrs +) £6.50, Child (5-15yrs) £5.00, Child (2-4yrs) £3.00, Under 2 yrs free

Admission times: 3 p.m. to 7.00 p.m. Last admission 6.15 p.m. Doors close at 7.00 p.m.

There is no admittance into or out of the Castle during the firework display.

There is no access to the Castle Tower during the evening and visitors cannot view fireworks from the interior Castle parapets.

9.0: December

9.1: Children's Victorian Christmas Santa Trails

TICKETED

Daytime: Saturday 5th, Sunday 6th, Saturday 12th, Sunday 13th, Saturday 19th
Sunday 20th, Monday 21st, Tuesday 22nd, Wednesday 23rd December:

Event details:

As you hunt through the Castle on your Santa trail you will meet the Victorian household readying themselves for the annual visit of our very special guest. Visitors will journey around the Castle searching for Santa whilst joining in with a series of new activities - all just in time to track down Santa in his grotto!

Times: time slots starting from 10.00 a.m. – 4.15 p.m.

Admission: Child 3 years and over **£10.50**, Child 0-2 years **£6.50**, Adult **£6.50 & £7.50***

***N.B. First 2 adults accompanying per child will be charged at £6.50 per adult. Any other adults thereafter will be charged at £7.50 each.**

All paying children will receive a gift appropriate to the 2 age ranges. Children 0-2 years will receive a soft toy.

Group size: 25 per tour (including adults and children)*

Tours: Every 35 mins. 10 tours a day.

For publication purposes do not advertise the individual timings below. State 'time slots from 10am – 4.15pm'

**10.00a.m, 10.35 a.m., 11.10 a.m., 11.45 a.m., 12.20, 1.20 p.m., 1.55 pm, 2.30 p.m.,
3.05p.m, 3.40 p.m.,
4.15 p.m.**

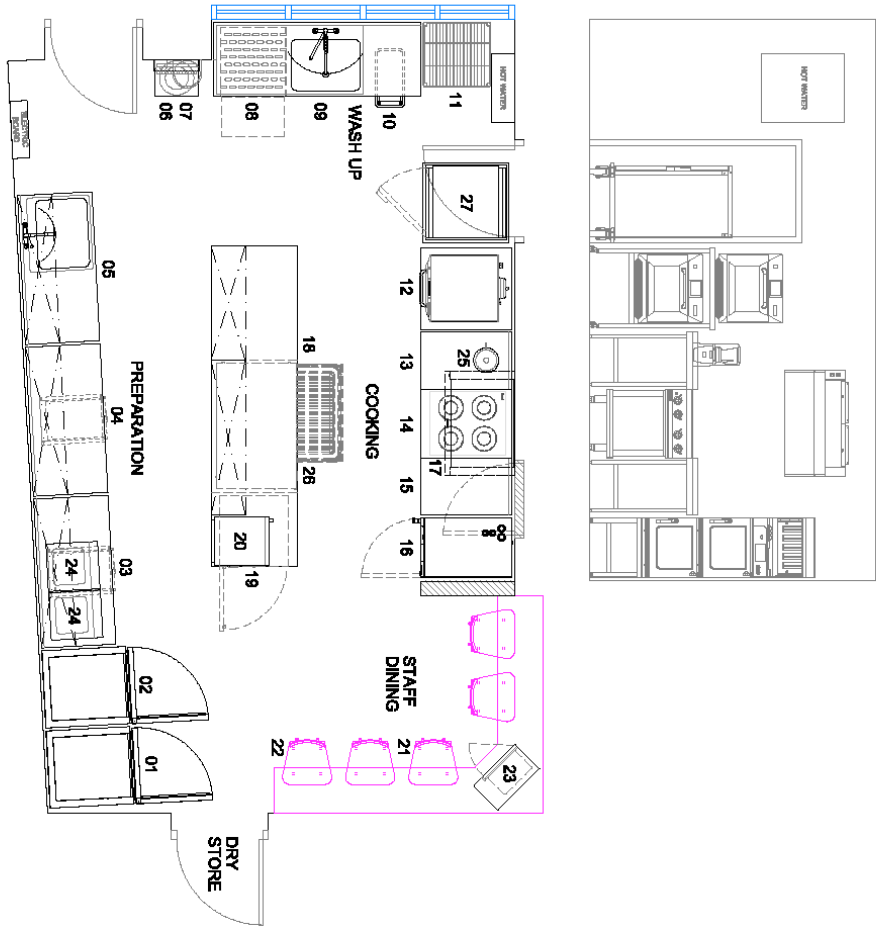
***As with the previous two years please book the slots between 11.10a.m.3.05 p.m. first. Once a slot is open please book it up before another is released. Thank you.**

Organised groups with a large child to adult ratio need to be booked on either 12.20 or 4.15 slots

Pre-booking essential

Customers are to arrive at least 10 minutes prior to ticket/tour time

APPENDIX 8 – CASTLE KITCHEN PROPOSAL



- FOR REFERENCE ONLY SEE LIST
- 01. POSTER PANEL, KEEP FRESH COINSET
 - 02. POSTER PANEL, REVERSE COINSET
 - 03. CHILLER COINSET
 - 04. UTENSIL DRAWER
 - 05. UTENSIL DRAWER
 - 06. UTENSIL DRAWER
 - 07. UTENSIL DRAWER
 - 08. UTENSIL DRAWER
 - 09. UTENSIL DRAWER
 - 10. UTENSIL DRAWER
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 - 28. UTENSIL DRAWER

REV	DATE	AMENDMENTS	BY
A	12/09/20	Revised	HM

<p>PROPOSED KITCHEN LAYOUT</p> <p>CLIENT : TAMWORTH COUNCIL</p> <p>PROJECT : TAMWORTH CASTLE</p> <p>SCALE : 1/8" @ 1/2'</p> <p>DATE : 09/20/20</p> <p>PROJECT NO. : P/18/18</p> <p>DRAWING NO. : EM000017</p>	<p>STATUS : PROPOSED</p> <p>DRAWN : HB</p> <p>CHECKED : JK</p> <p>REVISION : A</p>
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<p>CDS</p> <p>Wilman</p> <p>0161 254 2000</p> <p>0161 254 2001</p> <p>0161 254 2002</p> <p>0161 254 2003</p> <p>0161 254 2004</p> <p>0161 254 2005</p> <p>0161 254 2006</p> <p>0161 254 2007</p> <p>0161 254 2008</p> <p>0161 254 2009</p> <p>0161 254 2010</p> <p>0161 254 2011</p> <p>0161 254 2012</p> <p>0161 254 2013</p> <p>0161 254 2014</p> <p>0161 254 2015</p> <p>0161 254 2016</p> <p>0161 254 2017</p> <p>0161 254 2018</p> <p>0161 254 2019</p> <p>0161 254 2020</p> <p>0161 254 2021</p> <p>0161 254 2022</p> <p>0161 254 2023</p> <p>0161 254 2024</p> <p>0161 254 2025</p> <p>0161 254 2026</p> <p>0161 254 2027</p> <p>0161 254 2028</p> <p>0161 254 2029</p> <p>0161 254 2030</p> <p>0161 254 2031</p> <p>0161 254 2032</p> <p>0161 254 2033</p> <p>0161 254 2034</p> <p>0161 254 2035</p> <p>0161 254 2036</p> <p>0161 254 2037</p> <p>0161 254 2038</p> <p>0161 254 2039</p> <p>0161 254 2040</p> <p>0161 254 2041</p> <p>0161 254 2042</p> <p>0161 254 2043</p> <p>0161 254 2044</p> <p>0161 254 2045</p> <p>0161 254 2046</p> <p>0161 254 2047</p> <p>0161 254 2048</p> <p>0161 254 2049</p> <p>0161 254 2050</p> <p>0161 254 2051</p> <p>0161 254 2052</p> <p>0161 254 2053</p> <p>0161 254 2054</p> <p>0161 254 2055</p> <p>0161 254 2056</p> <p>0161 254 2057</p> <p>0161 254 2058</p> <p>0161 254 2059</p> <p>0161 254 2060</p> <p>0161 254 2061</p> <p>0161 254 2062</p> <p>0161 254 2063</p> <p>0161 254 2064</p> <p>0161 254 2065</p> <p>0161 254 2066</p> <p>0161 254 2067</p> <p>0161 254 2068</p> <p>0161 254 2069</p> <p>0161 254 2070</p> <p>0161 254 2071</p> <p>0161 254 2072</p> <p>0161 254 2073</p> <p>0161 254 2074</p> <p>0161 254 2075</p> <p>0161 254 2076</p> <p>0161 254 2077</p> <p>0161 254 2078</p> <p>0161 254 2079</p> <p>0161 254 2080</p> <p>0161 254 2081</p> <p>0161 254 2082</p> <p>0161 254 2083</p> <p>0161 254 2084</p> <p>0161 254 2085</p> <p>0161 254 2086</p> <p>0161 254 2087</p> <p>0161 254 2088</p> <p>0161 254 2089</p> <p>0161 254 2090</p> <p>0161 254 2091</p> <p>0161 254 2092</p> <p>0161 254 2093</p> <p>0161 254 2094</p> <p>0161 254 2095</p> <p>0161 254 2096</p> <p>0161 254 2097</p> <p>0161 254 2098</p> <p>0161 254 2099</p> <p>0161 254 2100</p>	<p>DESIGNED AND DRAWN BY: J. H. MUMFORD</p> <p>CHECKED BY: J. H. MUMFORD</p> <p>DATE: 09/20/20</p> <p>PROJECT NO: P/18/18</p> <p>DRAWING NO: EM000017</p>
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THANK YOU

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**REPORT TO THE PORTFOLIO HOLDER
FOR HERITAGE & GROWTH**

**TAMWORTH CASTLE,
MUSEUM COLLECTION &
ARCHIVE REVIEW 2020:
CONSULTATION RESPONSES**

INTRODUCTION



Elected Member, Council Management Team, Employees of Tamworth Castle and the Friends of Tamworth Castle were engaged via email and invited to help shape the Castle's 'Purpose' by being asked;

- 1. Is the Castle important to Tamworth Borough Council? If so why?**
- 2. What is your view on the current Castle offer (visitor / museum / collection)?**
- 3. Do you think the Castle or its current offer should change? If so what would you like to see at the Castle that is different and why?**
- 4. What opportunities exist across the authority to support the ongoing activities at the Castle and how?**

8 Elected Members, 6 Council Management Team, 11 Employees of Tamworth Castle, 2 Friends of Tamworth Castle responded and the verbatim comments with names removed are grouped and set out below.

Councillor Verbatim:

Is the Castle important to Tamworth Borough Council?

- It is deemed of political and historical value by the Council and more so by a number of its Members.
- I think many times the castle is looked upon as a drain on resources and often as a noose around TBC's neck.
- Do we have a choice? English Heritage doesn't want it. Can we just let it fall down, no? We lose hundreds of thousands a year in subsidy. Yet as councillors we barely bat an eye lid. So yes it's important.
- In answer to your email, I believe the Castle is important to Tamworth.
- Yes it's the backdrop of the town.
- The Castle represents a major drain on the Council's resources and has not been developed as effectively as it could have been. Therefore there is a big catch up needed.
- Definitely, it should be one of, if not our biggest, tourist attractions. We should ensure that we constantly review the offer and market it accordingly.
- Yes, but more importantly should be to the UK but I'm not sure how that importance is measured, evidenced or even demonstrated. The Castle is the most important historical building in Tamworth and the significance of that regards the Capital of Mercia etc. is very clear.

“Yes it's the backdrop of the town.”

If so why?

- To be honest I think it's something they like to feel proud of and argue over, I'm not so attached.
- I think it's critical that we treat the Castle resource as a business and really sweat its assets. It has much to offer as a venue. It has its accessibility issues but nothing that can't be overcome.
- Understood as political suicide to stop looking after it. Therefore it's important to our residents.
- As it adds to the historic story of the town and is part of the reasons for inbound tourism.
- It attracts people out of town into Tamworth; it's also important to local residents.

- The Scrutiny Committee received a report about three years ago, which was just about the worst one we had ever seen. It was clear that the then Cabinet Member responsible had not mastered their brief. There were 13 options presented to the committee and the spreadsheet included numerous contradictions which members from all sides picked up on. It was agreed that the report would be looked at again. We then had the ridiculous situation of the committee chair being asked to chase up the report. We eventually received a report that was huge in length and was no better constructed albeit with fewer options. Most damningly it stated that the Council had no commitment to the Castle or any strategy. Again, the report went back. The committee then did a site visit which highlighted that even basic things like the IT link to the tills had not been put in place securely.
- We need to maximise its revenue, to go some way towards covering costs.
- Essentially it's our prime historical asset and is pivotal to any leisure and tourism offer.

“Essentially it's our prime historical asset and is pivotal to any leisure and tourism offer.”

What is your view on the current Castle offer (visitor / museum / collection)?

- My family haven't visited it in ages, last time I was there was to look at the repairs being done and before that I took my son, about 7 or more years ago. The "Castle" is the remnants from about four different time periods, if you've been once or twice there isn't much point in going back.
- I believe it has lost all identity. It is a freestanding Norman castle with a Saxon museum inside. Before that a freestanding Norman castle with a Viking museum. Etc.....
- I do believe it needs to be part of a wider set of attractions, or strategy for wider tourism, rather than simply a standalone feature.
- It's dated, it lacks branding, and the staff doesn't appear to be brand ambassadors.
- My view is that the Council's philosophy was highly ideological in that they wanted to outsource services and were very disappointed when the attempt to set up a trust, c.2011, did not work. There was then a policy vacuum and the Castle suffered from the strong silo culture. The castle was run by a specialist, and no-one to whom they reported had any drive to do anything other than pare the budget back. In my view, the subsequent review process exposed this all too clearly. The Castle could be developed as part of an overall Heritage strategy but as the failure of the recent Heritage bid shows, this is not an easy process. I have mentioned the silo issue.
- I have to be honest; I haven't been in since I was mayor, so I don't feel that I can comment on the current offer.
- I think this question is part of a much bigger question as opportunities to develop these aspects need to be components of a much bigger meaningful strategy as above.
- Locally I'm not sure the residents embrace it as there are no real opportunities to do so; to a national and international leisure tourist the offer is not strong enough to entice.
- The educational offer presents a monetisation opportunity of creating more revenue.

Do you think the Castle or its current offer should change?

- Definitely, it tends to be used as a back drop to events rather than centre piece for things like St Georges Day.
- I could write more, but in summary, my opinion is that we need change to keep the Castle offer current.
- Let's take it back to a Norman castle. But the Council has nowhere else for the exhibition bits. It's complicated. Let's stop using historically inaccurate statements just because it sells. For example Tamworth was not the ancient capital of Mercia. Saxon society didn't function with capitals. Yet again this goes against the financial needs of the Council and tourism economy.
- Yes, it costs the council a substantial amount each year; it needs to generate more income.
- It became clear that in order to run the Castle at less overall cost, there needed to be more events. However, it was difficult for this to happen as it seemed that a wedding meant the Castle staff being on site. Equally, no cleaning was provided so the Castle staff was left to make sure all the toilets were ready for a school group. No one minds dealing with the odd emergency but given the way Marmion House is operated it would have been easy for the Castle staff to feel neglected. My own view is that the manager was employed to run the castle as a Curator and that therefore the marketing and other inputs need to come from other quarters. She seems to me to be very good at her job as it was envisaged at the time of her appointment.
- More use of technology to compliment the displays, e.g. AR. Make it a more interactive experience.
- Yes absolutely, roots and branches.

If so what would you like to see at the Castle that is different and why?

- I've heard mention of creating "Escape Rooms" to bring the public in? Not sure if period dining would work as well? Use of virtual technology, either augmented or immersive, it's relatively cost effective now. Generally open to ideas.
- We should also look at the Castle and its integration with the buildings around it, like the gatehouse and understand how these can work together.
- The castle lacks any genuine national history. We need to review what message / story it does have.
- A tourism pass to visit the castle, the snow dome and XX. Potentially discounted residents entrance (if that doesn't still exist) and events that are incorporated into the larger town events such as St Georges Day.
- Different ticket options that link Tamworth venues, more technology (solutions not barriers), closer working with events team to offer more events that include the castle and grounds (like National Trust do). Need to increase spend per visitor, can we promote offers to include tea and cake for example.
- More events, functions, private hire, weddings, the Castle needs life breathed into it and it needs to stand proud and to be used and loved by people locally and much further afield.



What opportunities exist across the authority to support the ongoing activities at the Castle and how?

- Well the entire Council should be ready to support, although I'm under the impression anything that involves change encounters resistance.
- From a history point of view, I think Tamworth's place as Capital of Mercia is often played down. My view is that we need to take some artistic license and play to our strengths, even if it's not fully technically accurate – who cares!
- The castle needs its own kitchen and used for events. Lose the shop and cafe to the lodge and put a kitchen in. Demolish two shops at the bottom and create a better entrance court yard.
- The new events manager for the Assembly Rooms seems to have begun the process of using the castle to run events on the understanding that events require alternative appropriate staff. I was very frustrated at the apparent reluctance of the Castle to engage with commercial operators but the more I saw how one-way the expectations were, the more I felt that change had to come across the Council. Even now, I am not satisfied that this is fully the case. We recently signed off on a unified cleaning service for the Council but when I enquired, without mentioning the new policy, how things were going, I was told there was no change. The reasons were not clear other than the delay in opening the Assembly Rooms which should not be relevant. It was also clear in that the first version of the High streets fund bid did not include the area next to the Castle but did include a proposal to spend £2M on moving the Nationwide. Detailed ideas put forward at Scrutiny regarding the semi-derelict properties owned by the Council had been ignored but a scheme favoured by officers had been included. The evidence of contempt for members was alleviated by a subsequent revision to the plan. It is obviously very frustrating for everyone that just as some key initiatives were put in place C-19 has got in the way.
- Need to hear more about what we can do rather than what we can't do. Need to be able to articulate what the castle is here to do vs what it isn't here to do. How do we spark more enthusiasm in residents to visit the castle, even if it's to shop or enjoy the café?
- Integrate the castle with our outdoor events more than currently, e.g. We Love Tamworth; maybe bring the castle out to the public on those days, rather than relying on them to pay to go in. Give people a 'taster' of what is on offer in there to encourage paying visits.

Friends of Tamworth Castle Verbatim:

- I am aware the Castle Museum keeps a catalogue of the items it holds. I am also aware that this catalogue is not available to general viewing or reviewing. As with all museums ninety percent of the items held are not on display. Thus, with no access to the catalogue, only a handful of people can possibly know what is there. Every science and history programme, magazine, podcast, etc., feature stories of items held in museums - sometimes for decades - which have suddenly been identified as an item of great importance. As new eyes, new ideas, new methods and new researchers become available, these all offer a fresh perspective on items held below stairs, artefact which would do nothing more than gather dust. To raise the profile of the castle and its museum is simple: publish the catalogue online. It already exists, it will take no work to do so as it is maintained anyway, and it will bring interest from researchers in many areas. Many universities and colleges with a history (and other) department have untold numbers of students wanting to study all manner of items. These universities and colleges are armed with substantial budgets and should something unusual be uncovered it would bring an astonishing number of free publicity to Tamworth. To put the catalogue online is nothing unusual; in fact not having the catalogue available is very unusual indeed. It will certainly raise the profile and, most importantly, will cost absolutely nothing. Good luck in your role. You couldn't have chosen a more difficult time and you have my sympathies in that respect.

I see the role of the friends as helping bridge the gap between TBC and Tamworth Castle's staff. For many Tamworthians, Marmion House will be seen as aloof, divorced from the real world and unapproachable. Of course, I know this is not the case but still see the friends as being a link between the two, giving the people of Tamworth a voice to be heard. The friends also enable the people of Tamworth to play a role and having a say in what happens to 'their' castle. The friends also help with some events to the castle - I think particularly of St George's Day, Halloween and Christmas activities - bringing assistance and helping promote these days. Furthermore, we also raise a significant amount of money each year. All that happens currently does work well, indeed has done so for many years. However, I have certainly seen a decrease in us (FoTC and TBC) working together to promote the castle. This has certainly resulted in less money being raised annually by FoTC, less fund-raising events, poor support from Tamworthians, less general interest from the town. This is down, in part, to the aging membership of FoTC. Indeed, many renew their subscriptions and yet never take advantage of their free entry to the castle. Again age and associated disability does play a part. Our monthly speakers are much better attended during the winter months at the Globe than the summer evenings at the castle. While lunchtime against the evening timing may be a factor, one thing which is continually voiced is their inability to get up and down the motte (speakers sometimes struggle, too). Perhaps TBC could help promote our fundraising events - quiz nights, table top sales, raffles, speakers - promoting membership would also help, and in particular attracting younger members. I know the age problem is common to many groups these days. I've often said we are introduced to history at school, are taken to heritage sites at school and by our families, then forget about history and don't show an interest in history until we become part of it! To attract a younger element we need to find the hook which draws their attention. I refer again to my earlier email; the catalogue of items held is possibly again the key. As a 'carrot' perhaps a video, showing a few items on the list which are not on show may be used as an attraction? I will say again that catalogue really is a license to print money as it will attract interest from researchers and historians with new ideas and viewpoints on items held.

“The catalogue of items held is possibly again the key”

My only other comment would be on accessibility. Getting up there is not easy and impossible for the infirm. We need to make it accessible, be it physically or virtually. Tamworth promotes itself as being fully inclusive in making it open to all. And yet the vanguard of heritage in Tamworth - the first thing which comes to mind when talking about history in Tamworth - is off limits to those who are unable to get up and down the motte. Tamworth Castle should sell itself; it is a marvel which has overlooked the town for centuries. It contains a wealth of items depicting the town's past. If a solution to accessibility, to allow those unable to see the castle first hand a glimpse of what can be found there without having to climb the hill, that would enable the friends to raise more interest, more memberships, and more money for the future of the castle.

- **The castle** - The castle is a major heritage asset of the town but it is very hard to run at a cost that is affordable, especially since austerity has led to a major cut in central government funding to local authorities. To a certain extent, the totemic status of the Castle has shielded it but it is increasingly difficult to fund especially in the modern tourist market. The “Silver Market” would be engaged by the castle but problematic access and the lack of good café facilities makes it much less attractive to visitors. Some towns might look to market the castle on market day but Tamworth’s market is seen as catering for a lower socio-economic profile and, anyway, getting people into town / castle on other days is part of the aim if visitor numbers are to increase.

“I believe the Friends will not be able to raise the sort of sums needed to contribute significantly.”

The collection - There is a large store of physical items stored off-site. Many were donated in the days when the Castle accepted all manner of local items that were old / unwanted and are frankly now redundant to the Castle as a museum. The Archive - I have sat in the archive for a meeting with the curator. It is not accessible for practical purposes as either the person has to be supervised or staff needs to look up the information. The solution is for it to be digitised and put on line but that would require money which we have not got. Richard Sulima did a wonderful job in publishing interesting pictures from the archives in his time but the pressure now is on maintaining the appropriate standards for preservation so there is little time to go forward – it is rare to have an archivist on the staff so we are fortunate.

The Friends - As is the case with numerous societies across the town, the age profile of the membership and, even more so, the committee is rising. I joined the committee two years ago aged 58 and was welcomed as a youngster! The focus of the Friends has been to raise money to buy relevant artefacts and to donate sums of money as part of the match funding etc. to support major bids. In the past, volunteers from the Friends have cleaned the castle but this stopped when they were physically unable to continue. My own view is that the Friends are now struggling to hold events that raise a significant amount of money. The monthly quizzes continue and so do the talks and they continue to generate income. Nearly a quarter of the past year’s income came from back-dated Gift Aid, and half comes from membership; the Treasurer had taken over two years previously and caught everything up. The Pumpkin event was very busy but some Friends were noticing that some parents were reluctant to help the children as they expected the “guaranteed outcome” and as the person handing out pumpkins, I saw how picky some parents were over the choice of pumpkin. In a world of professional entertainment, the amateur efforts are not appreciated as perhaps they once were. Therefore, I believe the Friends will not be able to raise the sort of sums needed to contribute significantly to future renovation projects. Therefore, I think that there is an ideal opportunity for the Friends to become more like the people you meet if you visit an NT property. Friendly, and able to answer your questions without making you feel you will be pinned to the wall for hours being regaled with long forgotten stories, if you dare to ask if the Jacobean period followed the Tudors. This would provide the Friends with a role that befits people who have a genuine pride in their local castle and not require lots of extra big events. The Friends could also help by giving talks to groups outside Tamworth which might encourage visits.

Employees of Tamworth Castle Verbatim:

- I am one of the education and events team. I would say that events need to be properly staffed and properly advertised. Over the summer holidays in particular we only have 3 members of costumed staff on for the events which can feel very sparse, especially when the advertising has used photos of re-enactment groups that have been at the castle in the past. I have brought this up several times as expectations do not meet reality and we are the ones that get moaned at by the public. Also advertising continues to use photos that are over 10 years old when there has been a council appointed photographer round at every event for over a year, plus other photos taken by staff. The little video clips that were used for a time on Facebook really did increase footfall and should be reinstated as a cheap but effective advertising campaign. With regards to the collection I think more of it should be accessible to the public, maybe on a rotating temporary display?

Shop - Building on what you started with remerchandising of the shop, I suggest we have a stall at one of the Outdoor Events in the Castle Grounds to clear the existing non-moving stock, and really think about what we should offer and who we are appealing to. We should look at how English Heritage and the National Trust operate their shops which are much more successful than Castle and treat it as a Commercial opportunity not just an add on! Every product should earn its shelf space, using the retail mantra of £'s per sqft, and we should be able to respond rapidly increase stock of successful product lines. We have visitors from all over the world and they come to the Castle because they are interested in history, but then leave the shop having spent nothing or very little so this is an area where we could really up our game. We should be converting many more opportunities into sales but the current offer just does not appeal! No analysis of stock takes place to the best of my knowledge, we should have someone in the Castle who when asked, could tell you what we sell in quantity, because this does not happen too much shelf space is devoted to dead stock which would not happen in a normal retail environment. That is not a criticism of current management but looking at the shop from a purely commercial angle, as opposes to the Castle as a whole. We also need to look at cataloguing and stockroom management to utilise the very little space we have and be able to manage stock effectively. Children's Pocket Money Toys - We should continue to hold a range but where possible try and have a link to history; we should work on what we know appeals and sells really well. Our range of Swords, Helmets and Shields should be the starting point. There are companies which offer a good range of historical figures, knights, horses etc. Pens pencils rubbers and a larger range of books historical covering the School curriculum the Pitkin books are excellent.

“We should be linking our stock to history and locality.”

Historical Links - We should be linking our stock to history and locality so some of my suggestions would be as follows: - If we sell toy or replica cars we should look at brands made either in Tamworth like the Reliant Robin, or made in the region with its historical links to Land Rover, Jaguar, British Leyland, the Mini, Lancaster, Massy Ferguson Tractors and JCB to name but a few. Heritage pieces such as The William Morris collection of Mugs, Trays, Scarf's etc., we need to think of what people can pack into a case to take home as presents. Again look at the range of books we offer there are many interesting and lightweight history books (although nice coffee table books sell well), but also on local figures and business. We should also look at hobbies and interests Gardeners always spend money and the Castle Stands in stunning Grounds so gardening books would be also worth looking at.

Local Links/ Made in Tamworth / Heart of England - Again locally we have some great local craft producers, the Castle already has a drinks license so we could offer local produce from Tamworth Craft Brewery, Local Wines (Buzzard Valley) and Gins. We should also sell local jams, honey and chutneys which are always popular sales at visitor attractions. We lose so many potential sales with the current stock, most visitors come in and as many leave empty handed, as purchase something.

Cafe Offer - This is a difficult one with no kitchen, and I know in the past repacked sandwiches were tried without success. The problem is that we don't capture the visitors with our stock offer to begin with but often then we might get a food sale, our only offer a small range of cakes (often running out in busy periods) As far as I am aware we do not analyse last year's sales on drinks and food so therefore we cannot predict what we are likely to sell and ensure we have the right level of cakes etc. By analysing sales on the previous events we could have a better understanding of what we are likely to need and not miss those opportunities to increase turnover. There is also now the resource of a kitchen at the Assembly Rooms so it might be possible to use that to support the Castle with a small range sandwiches prepared and sent over from there on Event Days.

Utilising the Shop - Currently in the winter we only open Monday – Friday for Schools, who use the shop infrequently. I would suggest we never open the shop to the schools instead produce a list of products which can be offered to schools to pre-order, (some schools already do this) the list can go from 50p - £3.00 or more and are packed ready to take and included on the invoice. This would free up the shop to be offered up for use for other things. We could use it commercially for meetings, training sessions, talks, or community based offers like book clubs, writing groups, art class or craft demonstrations making Willow Baskets, Hanging Baskets, Christmas Wreaths, Cushions, Upholstery for beginners, Furniture Up-cycling. Most of the latter could be delivered in house with the existing talented team.

Weddings - I understand from other staff that we do less weddings than we used to, and this can only be as a result of marketing so that is an area we need to look at. As we offer the Castle for weddings, doing a couple of Wedding Fairs a year would be worth looking at. In Tamworth and Atherstone there are at least (before lock down) three bridal gown shops,

along with other local wedding suppliers. Wedding fairs would bring in a reasonable income as in my experience when marketing my Real Flower Confetti Business each table cost between £1-200 and then the visitors still paid to get in. We could actually use many of the rooms in the castle not just the great hall and the ramp for wedding cars. We could also extend our offer to include a drinks reception along with the ceremony, and the Castle could also sell the Assembly Rooms as a reception venue. The Assembly Rooms has the facilities to produce a four course meal (I have been told) so once we have sold the Castle as a venue for the ceremony it would be an easy up sell to include the Assembly Rooms for the Reception. I did this myself last year and did forward details on as opening were delayed for a further three months, had I been able to take the couples across I am certain it would have secured a booking! For couples getting married continuity and confidence is everything so I would suggest that as the Castle is where the ceremony takes place it would be better for us to remain the main point of contact.

Guided Tours - Within the Castle we have many talented staff capable of taking groups around the Castle alongside two Guides accredited by the British Institute of Tour Guides, Caroline who is a Tamworth Town Green Badge Guide and me qualified as a Green and Heart of England Blue Badge Guide with a Windsor and Eton Endorsement. As such we spend much of our time talking about things that are no longer there, for instance going into the room currently set up as a dining room is interesting for visitors but when you describe it coming alive with stories of Kings Visits, their entourage and how the walls were lined with gilded leather, a glittering opulent room, you bring the place to life and make it far more exciting. I believe we should be offering Guided Tours on a regular basis perhaps one at 11 and one at 1.30 every weekend. We could also expand that to take in the Town, Church and Assembly Rooms; again we have the talent in-house to do this.

Talks - Another offer would be talks on our heritage and people, we have a rich Anglo Saxon History with Athelstane but also lots of other important people Thomas Guy, Sir Robert Peel, Reverend William McGregor, Colin Grazier etc. We could easily develop a range of 45 minute to one hour talks to utilise the Great Hall late afternoon or evening.

Marketing - Everyone has heard of Warwick Castle but too often people who live relatively locally within 30 minute drive will say I never knew that Tamworth had a Castle which means we are not visible enough to the general public and so how the Castle is marketed is a must. I have many times spoken to people in Coventry and my own visitors when running the Holiday Lets who had no idea there was a Castle in Tamworth, but did know that we had a Snowdome and Thomas Land. When we have Events it is usually local people who attend, and then visitors from the wider area on normal openings. However we do not get anywhere near the visitors we would expect when you compare the numbers with people attending National Trust / English Heritage Properties. Whilst I appreciate that they have a much larger marketing budget and offers across the Country we are not reaching enough people with our marketing or visitor numbers would be higher. We could invite accommodation providers to the Castle for "An introduction to the Castle" so that they talk about it to their visitors and perhaps have a code some sort of incentive that they can give to their visitors. When running the holiday lets I often had people staying from all over the Country including Scotland and Ireland who were visiting for Thomas Land, it should be easy to pick those visitors up so that they do a fun trip combined with an educational one. The Castle unlike Thomas Land is not weather dependant so again more should be made of that in the marketing. There are certain events that we do year on year like the Santa Trails which we do not advertise at all as are always fully booked locally for the weekends that we do. Whilst I appreciate that the over fives are at school Monday to Friday we could perhaps offer toddler sessions, again advertising directly to Nurseries and Playgroups to generate more income, in the same way we do school sessions so that we have the whole nursery attend.

Maintenance/ Cleaning - Whilst the Assembly Rooms have cleaners on a daily basis, we have nothing at the Castle, The Front of House staff combines cleaning with other duties, but it is impossible when we do not have any hours devoted to cleaning. The Castle would benefit from having a regular cleaner but also one who can tackle high areas such as the ceiling in the Great Hall. We have an infestation of pigeons which mean that on a daily basis FOH have to clean the Court Yard, the bin area which is disgusting (Bearing in mind that the same staff then has to continue working FOH). The Intramural Passage and dungeon have been closed as a result of pigeon poo, for more than a year. This is an unacceptable situation and not a FOH staff job, the Council really need to find the funds to ensure that the Castle has specialists who come in and ensure that these areas are cleaned and open to the public. The Tower has been closed due to problems with the slatted wood on the floor of the roof again reducing the offer we can give visitors, so over the past year the following areas have been closed: - Intramural Passage, Dungeon, Tower and what was Tamworth Story, drastically reducing the offer to visitors. We also have to close other areas of the Castle when we have heavy rain due to leaks including the parapet wall. I expect it would be a full time job, but we should have someone applying for every grant possible and also looking at ways we can fund works. I know Louise and Linda had massive amounts of work to do for HLF, so that may already be part of their brief. By leaving small jobs all the time we end up having a much larger bill when money is finally found. The Motte also needs looking at, a few years ago it was planted with wild flowers, but for whatever reason all we have now is weeds, which are cut twice a year and not a great first impression. Can the Motte not be looked after by the Councils Gardening team, we also never get any tubs or baskets until a couple of days before the judges arrive for Britain in Bloom, but other buildings across the town have a fantastic display of plants! The Castle really needs several million pounds spent on it but to continue to ignore the problems is to risk what is the jewel in Tamworth's Crown. We have an intact Castle which is nearly 1000 years old how many other towns have that, it is imperative that we look after it, finding ways of funding the repairs.

“ Whilst the Assembly Rooms have cleaners on a daily basis, we have nothing at the Castle ”

- Opening Hours**, We have summer and winter opening hours, and only open to the public at weekends from October to April, apart from school holidays when the opening hours may be different again! There are a number of issues with this, firstly there is no consistency and hours may be advertised and then changed but the marketing not updated which means the weekend FOH staff in the winter deal with some very angry customers. As a Visitor attraction which is often thought to be National Trust or English Heritage we should align our opening hours to theirs, quite often even the staff get confused as to whether we are opening at 10 or 10.30 closing at 2.30 or 3 or 4 depending on what is happening. For the most part reducing opening hours from 6 hours to 5 hours on the two days we open in winter is a saving of less than £40-£50 a day in wage costs which is a paltry sum. It also means we generate really bad PR as people will put on social media that they went to Tamworth wanted to go to the Castle and it was closed at 2.30! If we opened 10am -4pm all year around we would have consistency, in most NT properties 4pm is last entrance, not doors closed, and opening time is 10am. Most weekends we have visitors waiting from 10 am for the Castle to open, as that is the standard opening for historical properties. At the weekend lots of working people do their chores in the morning and then will have lunch and want to go out in the afternoon by which time the Castle is closing its doors in winter, with summer closing at 3.30 which is still early. Visiting the Castle is not weather dependant and we have almost as many visitors in winter as on many days in the summer and often more, as on nice summer days we have fewer visitors who prefer to spend the time outdoors.

“ As a Visitor attraction which is often thought to be National Trust or English Heritage we should align our opening hours to theirs. ”

Staff, The Castle is unique in that it has highly educated and very talented staff working for very little money, many of the staff are graduates or equivalent and are at the Castle because of their love of History, Artefacts Education and Events, and all of us acknowledge it's a privilege to work in the building . For the most part it is a wonderful place to work with a bunch of lovely caring people, and for most it is not about the money, although they do expect to be treated fairly. Most are on either casual contracts or if contracted , silly winter contracts which mean that they can lose really good people who do actually need the income, or hold onto poor staff who stay because they can drop the Castle shift at a moment's notice to suit their lifestyle as they are Casual. This also means hours are spent changing Rotas and ringing around for cover; time which would be better spent doing other things, having the core workforce on a Casual basis creates a lot of pressure. Key holders working at weekends may be the only key holder and may work for weeks on end in the winter without seeing a member of management they are Duty Managers, but this is not reflected in their pay. FOH Duty managers have a lower hourly rate than TIC Customer Service and a significantly lower rate than Duty Managers at the Assembly Rooms and the Arts and Events Team. In the main the day to day operation of the Castle is undertaken by FOH and CVS but without better definition DM's are just key holders. My understanding from CVS is that they are not management therefore most weekends are worked without a member of management on site including busy event weekends so DM's should be upgraded as part of the management team. If the Council are looking for synergies then one of the first places to begin is with the Staff and wages the Castle has long been the poor relation, also proper contracts and staff being employed as Duty Managers. This would enable a better structure for staffing and accountability. Presently we have few sporadic team meetings and in my two and half years no staff appraisals, so no feedback for what is working well or how well a member of the team is working. Appraisals are also a time for finding more out about staff and identifying training needs. Currently we have staff in both the Education team and the FOH who has needs that need addressing and should be performance managed to improve, in a commercial environment no improvement would mean that they were performance managed out of the business. On paper this may be Linda's role or CVS's role, don't know, but so much time is taken up on admin and paperwork that problems are not addressed and FOH staff know if they are going to have a good day or bad day by the staff that are on the Rota that day. FOH generally are the fall guy and actually work extremely hard, there are certain shifts which are particularly hard work. In the week when we have schools there is only one member of staff to look after the school, that staff member then does the school and everything else which would be done with three members of staff when open to the public. Even Louise acknowledges that schools on your own is a brutal shift with one FOH having to open the whole building, North Side South side shutters and gates. Prepare for the school and then ensure that each workshop runs according to time and the self-led tours are organised. They have to tidy up behind each tour group clean the toilets and prepare the Great Hall for lunch. This can be made harder if the Education team who are quite unaware of how much work and how busy that staff member is, decide to move a workshop into the hall to make their life easier. That causes difficulties in preparing the hall for lunch and clearing up, when 60 odd children have eaten it takes some time to clean up. It would benefit all Education staff to have to shadow FOH so they understand the implications of any change they make. The Education staff leaves as soon as they have finished the workshop, reset the room and changed. It would be helpful to the running of the Castle if all members of staff on duty chipped in to help ensure that the Castle is fully prepared for the next day, but toilet cleaning and all other nasty jobs seem to fall solely on FOH. That member of staff is encouraged to finish at 3pm as no one wants to pay an extra half hours wages so it may be impossible to complete all the jobs and lock up, and if that happens every day, it could be simply because schools are late by the weekend the FOH staff have been left a long list of jobs in the diary and still have to complete mandatory jobs like Fire Alarm Tests, Emergency lighting etc., along with trying to give visitors a good experience. Many mandatory jobs fall to FOH, but even when they have been there some time, they may not do that job for six months or more because of the way the Rotas fall, so they take longer than they should as it's not something done frequently. Jobs like this would be done by the staff member who should be working on Patrol but Patrol is the only chance anyone gets to do any cleaning so through the winter it becomes harder and harder to keep all areas of the Castle dust free let alone clean. Events, When an event is on a great deal of planning goes into it

ensure that staffing levels are correct for the Events team to deliver a good event and cover provided for lunch etc. Volunteers are used to support them and without the Volunteers many Events could not go on. However on the FOH side there is often exactly the same amount of staff, one in Reception one in Shop and one to Patrol, as on a normal day. (Currently an extra staff member is in, to manage using the Haunted Staircase, who cannot be utilized anywhere else) The Castle will average around 100 visitors a day, but for Events like the Dragon Hunt we can have 200 through the doors in the first hour. The person on patrol will go and help on reception but if reception, (which is a huge pinch point) is busy then the shop is too. The shop then has no one to fetch stock, clear plates into the dishwasher get change etc. and if both of those areas are busy there is no one going around the Castle tidying up because they cannot be in three places at once. The Patrol person will also be expected to support the Events Staff so four places at once. CVS may be in with Office work to do on their CVS hours but will have to come and help FOH; this is not efficient use of staff. We have a diary which records Visitor Numbers and Weather on previous Events, so additional staff should be brought in to support FOH team. At the end of an Event if it has gone well the Events team will get praised and recognition but nothing for the FOH who are very often left exhausted and clearing up after everyone else has gone. There is a bit of a them and us culture to the extent that some staff resent it if someone for the Eds team goes across to the FOH team, and developing a one team approach is vital as all the staff are equally important and one cannot function without the other. Tensor, In Marmion House staff arrive and clock on, at the Assembly Rooms when TIC had to clock on via the computer before the Tensor machine was installed it was acknowledged they were losing out on time and were allowed to have tensor installed on their phones. In the Castle FOH key holders arriving will have to unlock and then relock two gates, unlock three doors deal with an alarm and turn lights on which takes 7-10 minutes before they can clock on and on clocking off, do the same in reverse. This means that on any shift a key holder will be working 15-20 minutes unpaid which is unfair. Nowhere else in the Council that would be tolerated and staff should be able to add on the additional time. There is a similar thing regarding First Aiders within the Council with staff at Marmion House getting an allowance as First Aiders but not at the Castle. This has been brought up I believe, and resisted by the Council which for the very small sums involved causes resentment and does nothing for a one Council approach. Newly Formed Arts and Events Team, There has been an Education and Events team at the Castle for many years but no effort has been made to utilise the talented Castle Staff, they would have to apply as an external candidate for the Outdoor Events, Assembly Rooms and Customer Service Roles, where other departments can cross over as a secondment. The Castle staff have really good experience in being able to deliver a programme of Events that appeal to a wide range of people in in line with either the National Curriculum or National Anniversaries. The Castle Staff not only deliver the Education Workshops and Events, but take them from a concept, develop the ideas, write the scripts, research the historical elements, for accuracy, and make costumes and props often on their own time.

The Castle Review has been going on for as long as I have been there which has meant that in many ways opportunities and ideas have not been implemented as it's been a wait and see what happens with the review. All Council staff should have the same opportunities be able to cross from one location to another as Council Employees, the FOH team could easily cross over to TIC and Customer Service Roles particularly once Spectrix and Garda are fully implemented, currently that could not happen as the salary scales are unequal. Volunteers, the Castle has some great volunteers who give their time on the Education and Events side but we have none who work in the rooms. Once again the NT the EH have volunteers in rooms who become experts maybe in that room only. Without Guided Tours which I would really push for, a visit to the Castle is very dry, as no one is in the rooms and Visitors can be around the Castle in twenty minutes having learnt very little about its history or the history of any of the artefacts. Whilst many of the stories you would want to save for an Event or Tour someone having knowledge about the items in rooms to talk to Visitors would enhance the experience, for instance even most of the staff do not realise that in the painting in the Day Parlour on loan from the Tate "The two women are both wives one the new and living and one the dead wife".

“ The FOH team could easily cross over to TIC and Customer Service Roles. ”

Recruiting new volunteers who do not want to be in Costume and providing training might help enhance the visitor experience; this would translate into higher visitor numbers with reviews on social media and trip advisor. Training and Development, Generally training is for new upcoming Events, and online Astute Training sent out from HR, although last year some training was provided by two external companies, which staff enjoyed and was a good team building exercise, but is of limited effect if further training is not provided for the whole team. Most of the staff in the Castle does not have access to a computer whilst working, and those who do are covering Customer Service roles, in either the shop or reception which makes it very difficult to complete. This means staff rush through session's online, skim reading as they try and complete before the next customer comes in. All staff should be given time to complete mandatory training sessions, in the Assembly Rooms Casuals were told to complete at home and claim for two hours per training session they completed, to my knowledge this has never been offered at the Castle. There are several folders of procedures in the Staff room for staff to look at, so regular training sessions on these would not go amiss. In terms of career development there is very little on offer and as there are no synergies with other services offered by the Council, staff have no opportunities for career development. Castle, Museum, Visitor Attraction, Profitable Business, The Castle is performing many roles and therefore needs a range of skill sets within the Management and Team structure. If you asked some staff currently what someone else's job role covers they would not know, only that it wasn't theirs. For instance Sarah Williams what is her job role? What is CVS - what does that actually mean? Head of Castle and Museum Collections? Is that General Manager? Education and Events Officer does that mean getting funding from HLF. Even the job titles do not make any

sense, when you look at the responsibilities given. If you look at what the Castle needs, and how it compares with a commercial business you would have clear roles like General Manager, Finance Manager, Facilities Manager, Operations Manager, Museum Curator, Education and Events Manager, Sales and Marketing Manager, Business Development Manager, Shop/Beverage Manager, Customer Service Manager Duty Manager(s), FOH Staff and Education and Events staff. Obviously the Castle does not generate the income to employ that many people, and some jobs are done at Marmion House but staff should still know who is responsible for what and who to contact. There needs to be more visibility from the staff working at Marmion House to what contribution they make, this could happen with team meetings or training sessions. Within the structure the roles that need to be covered clearly defined and funded in line with similar roles within the Council. Currently we have a situation where admin support may try to assume responsibility in the absence of management on the basis they have been in the office and privy to conversations, but do not have the training or management skills to be effective Head of Castle and Museum Collections should really be General Manager covering Finance, Facilities and Collections with admin support. Operations/ Duty Manager(s) reporting to the GM but responsible for the day to day running of the building as a visitor attraction, supported by Customer Service/FOH staff. A DM or Ops Manager should be on site every day that the Castle is open in any capacity. The Education and Events Manager reporting to the GM with admin support and education and events facilitators. All staff should report to the DM or Ops manager when the GM or EM not in the building.

- I am presently on a zero hour contract working as a facilitator at Tamworth Castle. One of the castles main incomes is from the schools who attend the variety of workshops that we run for them. These are themed sessions that cover topics throughout the castle history. i.e. How the castle was run during Tudor times, or how schooling would have been during the Stuart times, following the Great Fire of London and the Plague the previous year. We also cover things like archaeology, story-telling and historical handling sessions. Other forms of income are generated from Weddings, Guided Tours and Events, these events being held during school holidays and to celebrate certain events during the calendar year. The staff that work at the castle are the beating heart within its walls, each giving whatever they can and often going over and above what should be expected and they do it for the love they hold for the place and certainly not for the financial reward they receive, however, they have always felt as though they are the 'poor relations' with the council and are looked upon as a very last resort. We have brought these feeling to various directors on numerous occasions who all promise to make things change, but they never do. The Castle is an iconic structure within the town and should be treated as such. More local advertising and making the place exciting to visit for adults and not just children. It needs a regular team of cleaners to look after the place, over the past 12 months whilst taking parties on guided tours I have had customers comment to me that the building is looking dirty, grubby and not loved and to be honest, when I look at the place 'through a visitors eyes' I can see exactly what the mean. In my opinion the castle needs the love and attention to make it the jewel in the Tamworth's crown that it surely can be and not just a forgotten blot on the landscape. That together with correct targeted marketing can make the castle a wonderful and memorable place for visitors and staff alike and a 'gold mine' for the council. However, I do understand that these measures come at a cost, but as you know there is such thing as standing still in business you are either investing to move forward or you are failing. My thoughts on staffing, as you are aware there are three members of management within the castle, all of which I hold in high regard and look at them not only as managers but also as a friends, so I feel that I have to careful what I say and that you will be discrete in what you in what you pass on. One of things I've noticed on more than one occasion when there are 3 managers they don't always pull in the same direction, which can cause a dip in motivation for the team. I fully understand that these differences can at times be through a clash of personalities, difference of opinion, ideas and even the stresses of the job.

“The castle needs the love and attention to make it the jewel in the Tamworth's crown”

My choice of management structure for the castle would be to have one manager who is, dynamic, forward thinking, and a slight risk taker and fully focused on doing whatever is needed to drive the castle forward with in the community and further afield. I would then have three team leaders, one to cover the education and events, taking school and event bookings, one to cover the physical needs of the building i.e. replacement of sundries, repair checks and overseeing cleaning and the third would be responsible for sales and marketing.

Most non-management staff on a zero hours contract and I think that suits them (myself included). However, each month we are asked to put down our availability for the following month, then your shifts are posted for the days you are required, maybe for facilitating workshops or covering 'front of house' etc. It could be beneficial to the castle if staff were given addition duties to cover any other aspects of the castle's needs on days they have stated they're available. I realise that making changes like this may result in people being moved or let go, which isn't a nice thing, I have had to make people redundant in the past and it isn't pleasant. However, in business sometimes you have to bite the bullet.

- I think the castle is very important to Tamworth council or at least it should be. It's such a unique place in our town and if marketed properly is essential to our town's heritage and tourism. I think currently the castle is seen as an issue within the Council due to the actual cost of upkeep, but if there was investment in advertising and putting on more events it could definitely bring in more income. I think our current offer on the castle admission is fine, but I don't think the museum / collections are even known to the general public. I know originally they were planning to do tours of the collections in Amington industrial estate and I think if that was a possibility that would be great. I really enjoy the events we have put on and I think the visitors that regularly come enjoy them. But I do think they are not advertised enough. There are still people in Tamworth that don't know we have a castle, or think it's in ruins inside, despite the fact it is in the town centre. Our events are fantastic and if we had a better social media presence I think they would be a lot more popular. Especially specialising in people's skills already at the castle. Olivia being Aethelfled is great and her lockdown video was brilliant, but we could use Anna and Clara's re-enacting experience to do weekly online videos or challenges on social media to engage kids and get them involved. Facebook events are good, but with better management of twitter, Instagram, Snapchat and tiktok the castle could have a bigger reach to a younger audience. I also think that the general public don't know that we do weddings. People expect to take pictures in castle grounds and have their weddings in the castle hotel but generally our weddings are not advertised or promoted. As someone who has been married relatively recently I know that a wedding location can be really expensive, and people would definitely pay to get married in an actual 1000 year old castle. We need more of a presence at wedding fairs locally or have a dedicated FB/Instagram for weddings at the castle. I think advertising our banquets as work Christmas party venues would be much more popular than just as Tudor banquets. Making sure it is fully booked early on and then having the possibility of extra dates would be better than waiting until closer to December. People are happy to travel to Birmingham or further for Christmas parties so having a town centre venue should be more popular than it currently is. I think our Santa trails offering is fantastic and is our best event by a long way. We need to try and have an equivalent event in the summer holidays that is as popular. I think the Enchanted Castle event could be just as popular with the same younger age group if it was advertised more. I also think the issue with the castle is it is not seen as a full day out; it's a morning or afternoon trip but not an entire day. That would put people off travelling further to come to us, and we cannot be reliant on just local visitors. I think if we did some combination tickets with local events or venues that would encourage people to come for the day. So we could do a combi ticket with say the bowling alley/Castle mini golf. Or a discounted ticket at the new assembly rooms if you've been to the castle. Could even get different local businesses involved, with a discount at say Corey's or the Tamworth Tap if you show your castle admission ticket. I think when we finish the HLF build we need to make sure we do a big relaunch, capitalising on the popularity of the Staffordshire hoard and its importance locally. A proper Saxon event with hands on activities and even potentially extending further into the castle grounds, our St Georges day event is always popular because of the jousting and battles down on the grass so if we could set up a Saxon village or battle that would get people's attention as they are passing through the grounds. I think our castle is a brilliant venue that if properly marketed and funded could bring in much better revenue and is essential to our town.

“ I don't think the museum / collections are even known to the general public. ”

- I don't know if the Castle is important to TBC. As a visitor to Tamworth (usually Ventura Retail Park and when my daughter was little the park, bowling alley etc.), it is an iconic building. It is what I associate with Tamworth. It is an asset for the town and is a significant landmark. I have visited in the past to see the Saxon Hoard and felt it provided me with a local historical connection. My daughter, aged about 8 then, was fully immersed in the interactive exhibition and we had a really enjoyable day out as a family. I have also visited with friends and family from out of the area to show them my local heritage. So for me I feel the Castle has to be important to TBC as a place to connect people to their culture and history as well as for its prominence and association with the town. As a primary teacher (I taught in Stoneydelph Primary) and having lots of experience of learning outside the classroom (mainly outdoor education), I'm very impressed with its current education offer. It is fully booked, months in advance. The schools visiting are repeat visitors - many teachers say they have been coming for several years and it is their favourite school trip of the year. This to me illustrates that it fits into current curriculum requirements and complements classroom learning, whilst engaging and inspiring the children through interactive and living history sessions - it brings history alive! The organisation and flow of the visits is well thought out and considers other visitors to the castle. I have enjoyed working as part of this friendly and committed team. I don't believe this offer should change, as it appears to be working very well! The family events seem to be very popular too! I worked on the Santa Trails and I felt it created the magic of a Christmas past putting the child's experience at the heart of the event. I have helped set up for other events but haven't worked any so can't comment more than that. The nature of my role being a casual on an ad hoc basis, I wouldn't expect to be given all strategic development proposals for TBC. So therefore I am unaware of any opportunities across the authority that can support the activities at the Castle as I don't receive direct communication from the authority and also my role isn't strategic or planning (any relevant memos are communicated to me via my line manager and associated documentation is located in the staff room).

- Is the Castle important to Tamworth Borough Council? If so why?** Unique Heritage/ visitor attraction that attracts/increases footfall to the area – not all towns have a medieval castle. Part of heritage portfolio that adds to a wider heritage townscape Ancient Scheduled Monument listing supports unique historical evidence- visual archaeology. Opportunity to provide both formal and informal learning this feeds into a good customer experience. Beautiful backdrop to the Castle grounds which provides a free enrichment to visits/ visitors. Skilled, dedicated and capable staff who aim to provide the highest standard of customer service and care of the building. What is your view on the current Castle offer (visitor / museum / collection)? Good points: Access to a unique original medieval motte and bailey castle. Formal and informal learning opportunities from up to date panels, hands on activities for visitors and good educational programme. Provision for visitors with limited access to experience the site. Dedicated staff. Award winning education programme. Wide range of events catering to young families and the silver market. Limited opportunities: Staffing model restricts opportunities for event delivery regarding length of the event and scope. Areas of the building are tired and do not showcase the castle in its best light. On line interaction with collections. Additional events aimed at the twenty/thirty somethings market. The current offer attracts young families and the silver market. Hidden history/ historical aspects that could be utilised/ promoted (hidden parts of the castle, architectural characteristics etc.) Limited catering options for visitors and for events. Do you think the Castle or its current offer should change? If so what would you like to see at the Castle that is different and why? A staffing model that provides for better management of staff time and subsequent staff availability at key times such as events and school programme delivery. More exploration of events aimed at the twenty/thirty somethings market such as locked/escape rooms, history of gin/beer talks, paint & sip events, miss-guided tours etc.. Improved catering options for visitors and for events. An online catalogue of select items of interest from the collections with support information to encourage public engagement with the Castle service. What opportunities exist across the authority to support the ongoing activities at the Castle and how? Shared catering with the Assembly Rooms. Exploration of shared staffing for Front of House duties with the Assembly Rooms and the Tourist information Centre that could support each venue at busy times. Shared staffing may not work for delivering the education programme as a specific set of skills are needed.. Car parking offer for visitors to the Castle – this could help to offset the lack of bespoke customer parking to the visitor experience

Is the Castle important to Tamworth Borough Council? If so why? The castle is extremely important to the council and Tamworth as a community. With the new future high street grant by the government the castle offers a unique opportunity to be the jewel in the council's crown. So many school children visit on a yearly basis and come away with fond memories. Last June a girl visited with her school, I was playing Lucy the servant and must have made an impression on the girl as she came to EVERY event in the summer and sought me out calling me Lucy every time. She showed her parents around the castle pointing out what they did on the school trip. My concern is that it is not well known outside of the local area. Tamworth has such an amazing history that it should (and could) attract the same people that take coach trips to places like Ely, which 15 years ago was relatively unknown. On my travels around the country for re-enactment and holidays, many people I speak to have never heard of Tamworth- let alone that it has a castle with historical significance.

The castle could and should be the Jewel in the Crown of Tamworth Borough Council, as it is an unique site of historical importance in the UK being one of only two fully intact Shell Keep castles still standing - the other being Clifford's Tower in York. It occupies a stunning location overlooking the town centre, and surrounded by award winning gardens. It is easily accessible by foot from all of the local car parks, and the site itself is naturally disability friendly even if the interior of the castle is not currently.

Sadly the Castle does not feel important to the council at the moment; it always appears to come last in the list of priorities for spending, facilities, support and events. It rarely features on marketing materials about Tamworth that are seen outside the town, despite featuring as the main images for the town on Trip advisor and ranking above Drayton Manor in the top 10 things to do list. Despite the renovations and investment the Tamworth Assembly Rooms do not feature in the Top 25 places to visit/things to do in Tamworth.

What is your view on the current Castle offer (visitor / museum / collection) It is great but needs updating. The current mind set is that it worked 10 years ago, it's what has always worked; if it isn't broken don't fix it. Whilst I agree it works and it works well I feel it could work so much better.

There is a great collection of items, in a fabulous setting. However the displays and layout feel very dated. It reminds me of Castles and museums I visited as a child 20 years ago, and not like a modern well designed/planned site such as the Krakow Underground, In Flanders Field museum, the Anne Frank House or the Museum of London

Do you think the Castle or its current offer should change? If so, what would you like to see at the Castle that is different and why? We believe the castle would benefit from a major revamp to enable it to compete and attract new visitors, both in terms of the general displays and its events package.

It needs to bring all open rooms/spaces up to date in terms of modern displays and interactive information panels.

Based on recent personal travel in Poland, France, Italy, Belgium and the Netherlands every museum offered free public Wi-Fi (within your entry fee), and most had an app offering more detail on every exhibit alongside activities for children and adults. Nearly all offered some form of audio guide - either via rentable handsets or phone app.

There are also a number of exciting areas that are currently closed that would be beneficial to be able to open to the public - the intramural passageway, dungeon, Tudor footbridge & tower roof.

Alongside these it would be nice to see a modern visitor centre/portal/gift shop & cafe. This could be achieved in place of the current staff office and would also allow for the option of lift access to the ramparts and upper floors, along with better catering to allow for a better menu in the cafe.

The castle also needs to engage more in general town activities - events in the Castle Grounds or town centre need to be linked to the Castle, maybe through linked ticketing and complimentary activities. The castle should be more than a photo backdrop on a hill during these days. Recent examples of success here would be the Poppy net for the WW1 centenary.

We would also envisage the castle engaging in smaller group activities and events - such as food/drink tastings, talks, Escape Rooms. These can be run by a small number of staff (2 or 3) and could also work in partnership with local businesses such as the Tamworth Brewery. The space offered by the Great Hall could be utilised to offer these events in the evenings, especially around Christmas when carols could be sung. During these evenings the rest of the castle can be closed/locked off to reduce the workload on staff.

What opportunities exist across the authority to support the ongoing activities at the Castle and how? There are a large number of wider activities and groups that are engaged in local history and community that the Castle should be linking with and working hard together.

Friends of Tamworth Castle - should be an active group that attend all public events with a stall promoting the castle, this could include small scale children's activities (colouring competitions, etc.) and possibly even exhibit small local items from the collection to raise interest. This should extend to other local towns such as Atherstone, Burton, Hinckley or Nuneaton and local Country Shows.

Tamworth Heritage Society - do not appear to feature the castle as part of their literature, nor does it have an article on their website despite being the main photo displayed. The castle needs to engage more with them, bringing the heritage society into events, and offering out some of the castle's spare collection for their display/centre in Middle Way.

Local events - St Georges Day & Bonfire Night both feature big events in the Castle Grounds, the castle should be working with the organisers of these events so that they can feature as part of the event and not just the photo backdrop. This could be via linked ticketing, or activities in the castle promoted by staff outside at the event.

Local schools - the castle needs to actively engage with local Tamworth based schools, possibly expanding its education activities to include visits from costumed staff to take specific workshops out to the schools as a regular occurrence (e.g. Saxon archaeology for Year 4 every spring term at a specific school).

Local hospitals - visits from Storytellers/Ruby the Dragon to the children's ward(s). Raises awareness of the castle and goodwill from local residents.

Further Suggestions:

Memberships:

Name: Castle membership aimed at: Adults, silvers

In Brief: a yearly membership Price: £50

Details: every other attraction has a membership scheme that allows visitors to repeat visit. I have had people in the past ask about such memberships. Could do family passes, couples discount. It could also allow you to bring a guest at a discounted price and x% off in the cafe. Early bird access to purchase tickets for ticketed events (Santa trails, Canterbury tales, ghost search etc.)

Name: Aimed at: ages 11-17

In Brief: A passport for kids to come along to the events

Price: £30-£40

Details: Older children are encouraged to visit the castle for the older events: Castle Quest, Murder Event, and Haunted Castle. Similar to the Ruby membership but for older kids.

Name: Ruby's Adventurers Aimed at: children aged 4-11

In Brief: A passport for kids to come along to the events Price: £30- £40

Details: Children are encouraged to come to Ruby's main events: Dragon Hunt, Enchanted Castle/Egg Hunt & Haunted Castle with one adult included with passport access.

They get a ruby toy when they sign up and a passport to bring to events.

They get a discount at all other events and are given a stamp at each event they attend for that year in their passport. If they collect all the stamps for the events in the year then they receive a prize (Ruby's family toys?)

They will also receive personalised letters/emails from Ruby.

Name: History hunters Aimed at: ages 8-17

In Brief: A passport for kids to come along to the events

Price: £30-£40

Details: similar to the memberships above but focused on living history events.

“There are a number of exciting areas that are currently closed that would be beneficial to open to the public.”

New Ticket Types:

Name: Gift certificates aimed at: people living distantly who have family in Tamworth or people who have no idea what to purchase for gift ideas

In Brief: different levels of gift certificates that are available to purchase – i.e. Bronze, silver and gold Price:

Details: each level has two prices for family/couple. Family or couple

Bronze: entry to the castle for a non -event

Silver: entry to the castle during an event

Gold: Entry to the castle including tea, coffee, cake and goodie bag.

Platinum: Entry to the castle including tea, coffee, cake and goodie bag. Also includes a private tour guide (must be booked in advance)

Regular Activities:

Name: Handling Weekends aimed at: Adults, older teens, Silvers, university students

Objective: drive repeat visits and increase weekend visitor numbers.

How: online/social media marketing, local press, targeted university marketing.

Details: One weekend a month a small (6-10) connected group of items are brought out of storage and displayed with a volunteer/staff member and members of the public are allowed controlled handling in one of the rooms.

Price: included in normal entry.

Name: Collections Days Aimed At: Silvers, Adults, University Students

Objective: Gather interest in the castle, show off collections, attract new categories of visitor, and bring in midweek numbers.

Marketing: online/social media, local press and targeted university.

Details: one day a month a small-medium (10-20) selection of items are brought of storage into a specific room (Ferrers room). Access is via ticketed 45 min sessions on the hour where the collections manager gives a short talk/presentation and runs a handling session on these items. Followed by a short (60 min) guided tour. Groups of max 18.

Price: £15

Name: Private Tours aimed at: silvers, special interest groups, etc.

Objective: Repeat visitors, higher cost entry.

Marketing: website, U3A, etc.

Details: Groups of 12-25 given a 90 minute tour of the castle by a member of the castle staff. Will be outside standard public hours - so mornings, evenings or midweek off season. Minimum 12 people, but could run with less at the cost of 12 people.

Price: £15 per person.

Name: Guided Tours Aimed at: Families

Objective: Higher interest, up sales

Marketing: online, website, desk/onsite, tourist info

Details: Weekends at set times volunteer takes small-medium groups around the castle for a guided tour - approx. 90 mins. No minimum numbers, max 20. Ticketed via front desk.

Price: £5 per person on top of castle entry < 11's free.

Name: History of tasting Aimed at: Adults, silvers

Objective: bring in a different clientele of people - i.e. the foodie market.

Marketing: food and drink websites,

Details: Themed evenings on a variety of food and drink that includes tasting. Examples: Gin(s), mead(s), different periods of history - see Oliver Cromwell's house the Hungry Roundhead

Price:

Name: History talks aimed at: Adults, silvers

Objective:

Marketing:#

Details: on a variety of themes / topics - Sex in history, WW2, medieval women, Anglo-Saxon language,

Price:

Name: Brownie/scout evenings Aimed at: brownie, scout, guides, etc.

Objective: more people visiting and using the castle in the evenings

Marketing: directly with the brownies / guide groups
Details: Lots of these groups contact us to ask about activities in the castle such as guided tours or adapted school workshops. However with our minimum fee lots of these small groups can't afford to come. By doing an afternoon/ evening especially aimed at them we would get lots of groups coming. We could also mix groups as usually these groups are used to working together

Price: £8 pp (could always include a tuck break as well?)

Name: Brownie/scout sleepovers aimed at: brownie, scout, guides, etc.

Objective: more people visiting and using the castle in the evenings

Marketing: directly with brownies / guide groups

Details: we have 5 groups interested in sleeping over at the castle and currently we only do one a year.

Price:

Name: Paranormal investigators Aimed at: Amateur/professional paranormal investigators

Objective: more people visiting and using the castle in the evenings- very easy money

Marketing: many groups contact us directly asking to use the site for ghost hunts. Most haunted TV show contacts us frequently.

Details: Crews can rent the castle for 4-6 hours. Must be accompanied by a member of staff.

Price: standard rent of castle for 4-6 hours

Specific New Events:

Name: Carols in the courtyard Aimed at: Adults & Silvers

When: Christmas

In Brief: Get a local choir to sing in the courtyard. Visitors buy a ticket and then get a mince pie/mulled wine.

Price: £10

Details: More Christmas activities - carols in the courtyard- get a local choir to sing in the courtyard. Visitors buy a ticket and then get a mince pie/mulled wine. Hymn sheet is provided for people to sing along. We decorate the castle thoroughly yet it is only open for Santa trails.

Name: Tamworth explorers Aimed at: families

When: Year round

In brief: People purchase a treasure map of the town that takes them round the towns historic features.

Price: £5

Details: The map or clues takes them all around the town visiting the castle, grounds, assembly rooms, war memorial, etc. Getting them to solve riddles and puzzles. This could be either in paper or digitally via an app [?]. They can then submit their answers for the chance to win a prize - year's entry to the castle / tickets to a show at assembly rooms

Name: Combined themed events in the grounds/ castle. Aimed at: All

When: once a year

In brief: ticketed events where visitors can experience goings on in the castle and castle grounds.

Price:

Details: The events such as St George's day fireworks night, and Christmas lights switch on, Saxons in the grounds are great events for the public and create a community spirit. However these extremely popular events in the grounds see very little footfall in the castle itself. It is also a free event that brings in very little money. A combined ticket event in the top lawn where the Castle staff & props help with some activities both outside and inside the castle may raise footfall and help the castle be involved in these community events. This could include battle re-enactments,

Notes:

Yearly theme - 2020 WW2 (VE Day), 2021 Victorian, 2022 Medieval, 2023 Saxon, 2024 WW1 (110 years), etc. Used to tie major events together, with shared characters, props, and linked stories.

Three main events targeted at younger kids (all Ruby themed)

Three main events targeted at older kids (yearly theme?)

Half term can be split into:

Event 1: Sat, Sun, Mon, Tue,

Wednesday reset (reduced price?)

Event 2: Thur, Fri, Sat, Sun.

This could then be events aimed at younger children in the first half of the week

Key Dates

January - (?)

Feb - Half Term

March - Easter (?)

April - Easter + St Georges Day

May - Early Bank holiday, late bank holiday/half term

June (?)

July - Start of school holidays

August - School holidays + bank holiday

Sept (?)

October - Half term + Halloween - Haunted Castle

November - Guy Fawkes + Remembrance Day

December - Christmas

General things to help the castle run smoother:

Name: Cleaning

Why: Used to have volunteer cleaning and staff do what they can but not always time to do a full clean. Only high volume places covered. The castle would benefit from having a monthly deep clean that covers the whole castle.

How to implement: Hire cleaning team

Pros: gives the castle an overall more cared for appearance - have had public in the past point out cobwebs and dust - it's a little embarrassing

Cons: Expensive. Needs training on how to clean historic delicate items.

Name: centralised booking system

Why: at the moment we have multiple diaries and folders where school bookings, weddings, events and guided tours are kept. It would be useful to have a digital database/booking system that everyone can see and use. It would prevent double bookings and everyone would be aware of what is going on. It would also make searching for a particular booking easier and more time efficient.

How to implement: IT would need to design something and then people need to be trained on how to use it.

Pros: Would make creating bookings easier and look more professional. A typed document looks better than a hand written one. It also makes finding something quicker and easier.

Cons: takes time to implement and transition. Staff may be reluctant to learn a new way of doing things.

Name: Online ticketing system

Why: Allows for individuals to book for general visits, event specific tickets without phoning/visiting the castle. Could also allow for preliminary bookings for school visits/guided tours feeding into the digitised booking system.

How to implement: IT would need to design something and then people need to be trained on how to use it.

Pros: Saves staff time, makes things easier for customers (individuals, groups & schools). Makes the castle feel like a modern business.

Cons: Time & cost to design/implement. But could be done via an existing platform (e.g. Eventbrite).

Name: cull of items / props

Why: make space in various storage areas and make things easier to find. Also lots of costumes are inauthentic. Furthermore lots of costumes are damaged and or dated and tired. Many costumes are not worn and just taking up space. This is because we have bought newer ones and the old haven't been disposed of.

How to implement: Staff who are "history aware" who are able to distinguish between costumes that are authentic and which are not. All staff also needs to make a note of which costumes they wear for what. I understand that some need to be kept for future staff/ volunteers but lots NEVER worn. Could have a "table top" style sale in the grounds during an event.

Pros: Old costumes present a tired and uncared for view of the castle

Cons: time consuming. Some staff can be hoarders and refuse to dispose of items

Linked With:

Name: Purchasing new costumes that are historically accurate. This includes costumes we dress the children in during workshops

Why: gives the castle a more polished look and experience. Also reveals the true history and not the Hollywood fashion.

How to implement:

Pros: Looks better to visitors, new photographs and videos can be created for online and social media marketing. Castle staff feels appreciated and cared for. Brings pride while wearing the costume. Better historical accuracy - possible approaches for TV/Film work.

Cons: can be extremely expensive. Also time consuming for research into proper costumes and having them made

Name: Social Media Presence

Why: Enhances the castle's awareness in the public conscience.

How to implement: Social media - regular postings such as collection highlights, educational videos featuring staff in costume.

Pros: Free/cheap advertising/exposure.

Cons: Requires staff resources to plan & create posts/videos.

Name: Online Collections/Archives

Why: Enhances the castle's awareness in the public conscience, specifically among research groups.

How to implement: New website section offering a selection of digitised items from the collection / catalogue of items

Pros: Encourages visits from research focused public - students, silvers, etc. - helps engage with local historians who may be willing to help fund future improvement projects.

Cons: Requires staff resources to catalogue and digitise, also maintaining the online archive once created.

Example: <https://www.iwm.org.uk/collections>

- I have spoken to you at the Castle with regards to some ideas, especially on staffing etc. I have been trying to think of ways to respond to your email request so here goes!

First of all, and I think anyone working at the castle will shout as one voice, that of course the Castle is important to the Town, the area, locals and visitors alike! Main reasons are its history - it was purchased for the people of the town and it should remain that way but it must be supported with cash to keep it going and as up to date as possible but also to upkeep an iconic building. Its history is fantastic and is a treasure to people who visit. But it does need money; there are places that should be repaired, not just for health and safety but to show case the building's beauty and uniqueness. Visitors say it is like a Tardis and are amazed when they come but this can be increased even more I am sure.

“ Permanent contracts need to be seriously considered especially for duty managers/team leaders. ”

As a castle museum it has lovely pieces but I do believe money should be made available here also just for everyday cleaning to show them at their best. We had used to have voluntary cleaners from the “Friends of the Castle” but they no longer come and to be honest, it is impossible for front of house staff to keep that up as well as all their other duties. We have a great deal of collections in storage, pieces for the Town and not just the Castle and as Green Badge Guide for the Town, as well as a Castle Assistant, I would love to see these on regular display. With the opening of the new gallery it is not possible to show any museum artefacts from the town such as Peel items, Roman discoveries, weights and measures, Gibbs & Canning to name but a few. It would be nice to have say the Guard Room and landing turned over to permanently display local museum pieces which could be turned over every so often to show a new display. It's sad that all of those items are stored and no one ever gets to see them. Some are donated items and different exhibitions could be displayed and advertised, and may encourage some new visitors, family members perhaps of those who donated items.

In addition, it would be nice to have different pieces shown on a temporary basis; something which I believe was done in the past - a different theme each time in the Great Hall for a mini exhibition. As schools use the great hall through term time this would be necessary at either weekends or school holidays when there is not an event on. But again, staffing has to be considered and there would need to be a member of staff available to advise/explain or just secure the items on display.

Permanent contracts need to be seriously considered especially for duty managers/team leaders (that we do not currently have!) and front of house to enable continuity of service.

Weddings are an area that should be advertised on a council basis. Weddings are a big thing and not many people know that we do them. With the updating of the Assembly Rooms it would be ideal to run in conjunction with them. We are unable to serve wedding food so the Assems would be a great reception venue but I think it would be nice if we served canopies/ champagne in the dining room. The castle should always be closed to the public for weddings - even if it was always an afternoon only availability and then this should be advertised on the website. People spend a lot of money on weddings and am sure we could charge more for privacy and a little champagne reception which would easily cover the number of afternoon walk in visitors we would have.

I'm sure I will think of more things but think you hopefully have enough to go on!

- Is the Castle important to Tamworth Borough Council? if so why?**

I think the Castle is both important to the Council and potentially unimportant. It straddles an uneasy divide of being a hugely symbolic site engendering fondness, pride and love from locals whilst at the same time being seen as a site that drains resources and is misunderstood as to what it delivers for the community it is serving. It is the town's biggest asset but is not utilised to best advantage. It's been a long standing joke across the Council as to when it's going to be sold, and yet has been the backdrop for the highest profile events the town has seen. The Castle features within the towns crest sitting atop the heraldic shield and flanked by regal animals, so appears to have a clear place in the formal representation of the “town”.

All in all, the above is symbolic of the unbalanced nature of what the Castle is and what it means for the Council. I suspect it is seen as something difficult to get rid of and difficult to do something with.

Overall it is important because:

- It is a nationally important site as designated through law by its status as a Scheduled Ancient Monument having unique and exceptionally significant features.
- It has a significant contribution to the historic environment and townscape of Tamworth, particularly to the visual and aesthetic qualities of the Castle grounds.
- It is valued by residents as a symbol of the town's depth of history, and does stimulate a local sense of pride and pride of place.
- It contributes to local tourism through the visitors it brings to the site, from day visits and school group visits.

- It has further potential for heritage-led regeneration and consistently remains as the top ranking feature to be identified from studies looking at what may revitalise Tamworth as a place.
- There are significant local object and archive collections and extensive opportunities for learning through the formal and informal education and events programme.
- Award winning heritage site that maintains Museum Accreditation, part of the Visitor Attraction Quality Assurance Scheme. Sandford Award winner for Education, Staffordshire Small Visitor Attraction of the Year winner.
- It has a dedicated, skilled and award winning group of staff who are passionate about delivering its services.
- It has a reputation of securing funding for large projects many of which have been so designed to allow maintenance work on the building to be undertaken at a greater cost to others than to the Council, whilst also delivering wide ranging resources for visitors.
- It is aware of its audience and can deliver increased visits as proven by its HLF projects, and can adapt to audience needs.
- It receives continued praise through feedback from visitors to the quality of its staff, events and its value for money.
- It is one of only 3 places engaged with when the Staffordshire Hoard was discovered and played an important role in promoting this unique historic find to the public. It remains only 1 of 3 places allowed to display it within the country.

It may be perceived as unimportant due to:

- Lack of consideration beyond tourism as to how the Castle's services have a positive link to Council agendas on children services, wellbeing, and education attainment within the borough.
- Insufficient budget to deal with complex maintenance needs of such a high status building. This will always be expensive and a long term view should be taken.
- Lack of understanding of the complex access issues of the site, the routing and juggling of visitors between spaces to accommodate simultaneous events.
- Lack of wider understanding that the Castle audience is a regional one, not necessarily a local one, and this may not fit easily with Council strategy.
- Understanding that a visit is a cultural experience, and one which visitors do not directly associate with a price tag.

What is your view on the current Castle offer (visitor / museum / collection)?

It reaches out to its key audiences and delivers a good range of formal and informal learning through its events and education programme.

It offers a great visitor experience and is good value for money within the socio-economic environment within which it operates.

Through project work it now has the best understanding and information about the history of the building, the families that lived there and the architectural merit of the site. This has been used to best advantage with clear interpretation for a range of visitors.

It uses layers of interpretation to reach out and educate; this is achieved through living history, hands on activities, events and written word/reading material.

Continued positive reinforcement of the delivery through surveys and feedback; highly rated response to individual events, quality and value for money.

Maintains Museum Accreditation status, the quality mark for the care and maintenance of our collections. This is our key to applying for funding from external organisations, and remains a fundamental factor for both Arts Council and Heritage Lottery Funding.

Not a traditional Museum as such as we operate beyond glass cases. The collection, in the main, is unrelated to the historic surroundings of the Castle. We do not hold vast collections that complement the period room settings, but we have adapted to show collections where we can including looking at themes such as Saxon Tamworth and the Castle families which allow us to discuss object collections.

Collection remains in a state of underuse. A priority should be to complete the cataloguing process which can then lead to us making more of it available on-line through digital resources.

There is a carefully balanced delivery on site due to difficult access within a compact site.

Restrictive staffing structure needs more support for day to day delivery and a change in reliance on casual staff if existing services continue to be delivered. Dedicated contracted staff for education and events delivery is needed. Move away from reliance on Front of House casual staff and require duty management support for Front of House activities.

Focus to date has been on events for families with young children, events for teens, and selected evening events for adults. Need to consider implementing range of ideas discussed but not set in action such as escape room events, wine tasting evening, Summer evening tour with drinks on tower or in courtyard, special afternoon for silvers tour, and using the living history workshops with children to translate to team building skills for adults (shield wall, arms and armour, character roles) etc.

Not sure Weddings are a viable income stream any longer.

Limited shop and catering offer on site.

No outdoor space that can be used exclusively by the Castle, as it sits within a public park.

Do you think the Castle or its current offer should change? If it should change, what would you like to see at the Castle that is different and why?

- Need a staff structure that reflects the needs of delivery and supports staff, including the need to address day to day trouble shooting through duty management, dedicated bookings officer to manage all bookings, giving staff time to deliver more strategically and proactively rather than reactively.
- Consider removal of weddings from the offer. Feel weddings have become the victim of the refocus of the site and success as a family friendly heritage attraction, combined with economic downturn over the past few years. It is a quick win but managing such a personal, important day when we remain open to the paying public is tricky.
- Need to put event ideas into place. Staff is currently ideas rich but time poor, and struggle with demands of delivering high level projects and managing all aspects of day to day operations.
- Ambition has been to create a space that can deliver more traditional museums events such as temporary exhibitions. However this would come with a need for existing collections staff to be more flexible or new staff which may be an expense and cannot be stretched to. It could however create a reason to return in addition to the event programme with a programme of small exhibitions and enable community displays in a great setting.
- Ambition to see the visitor experience starting outside the entrance gates or at least from the bottom of the Castle slope. During the 2010 HLF discussions this was mooted, but a lack of match funding meant that certain elements of the project had to be excluded including a lift to access the Tamworth Story, opening up of back cellar, new staff kitchen facilities, relocation of TIC/ reception and orientation building at bottom of slope, inclusion of gatehouse archaeology as part of the visit.
- Castle suffers from a lack of outdoor space that is not its own. Unlike National Trust properties it does not have grounds that can be access controlled and isolated for more regular large scale events which could add additional income such as bush craft weekends, festival events and re-enactments.
- Consider a dedicated Saxon festival to build on existing Castle stories and themes, and more joined up approach to borough wide event programme developing experiences. In the past this was not supported but the success of the Aethelflaed academic conference may have changed that view.
- Return to external marketing delivery, and dedicated marketing staff.
- Limited kitchen facilities and poor staff area which makes delivering of catered events very difficult including unprofitable for external caterers who have served us well in the past.

“ Need a staff structure that reflects the needs of delivery and supports staff. ”

What opportunities exist across the authority to support the ongoing activities at the Castle and how?

- Support from the Assembly Rooms for catering provision; this happened before for our Murder Mystery Evenings and Banquets. The Assembly Rooms clearly now has the facilities to be able to deliver.
- Avoidance of competition between the Assembly Rooms and the Castle with regards to delivery so each site is supported to its best advantage. We don't need to be competing for each other's audiences: if they can deliver wedding service and after party on one site, should we bother with the service? Or should we acknowledge that the service only is our strength. Clear communication from the outset over what can be delivered and how.
- Town centre group focus on delivery of projects which support a visitor experience across the town and includes individual sites and multiple sites working together.
- Careful consideration of joined up offers based on realistic examination of past projects: Hotel link ups did not generate visitors as the business focus of the hotel visits does not relate to day out visits; Coach tours are not attracted to the Castle due to the age group that these attract, we also need to think about a post –Covid 19 visiting experience.
- Reconsider links to heritage in Lichfield, Whittington Barracks and other local attractions for a package visit for the silvers market and again in consideration with the Assembly Rooms.

- **Is the Castle important to Tamworth Borough Council? if so why?**; I don't think the Council know or see the importance of the Castle. It's been seen as a millstone by many in the past. The financial costs are foremost to the Council (understandably) but the historical value of the Castle is not considered, because it is not seen to bring in the revenue in the same way as the Snow Dome or the Assembly Rooms.

What is your view on the current Castle offer (visitor / museum / collection)? The Castle is an historic building and an historic entity in itself, the interpretation of which can only be surmised in part due to the age of the building and lack of written record for the early part of its history. Interpretation of the Castle could be multifaceted and take many forms, putting it into historical context nationally, and locally, and the context of Tamworth's history. The Castle is inevitably limited by the confines of the building, its location and access. The interior displays are limited by what is relevant to the Castle, and the structure of the internal space as it stands today, as well as retaining the context of the building. The majority of visitors enjoy the Castle for what it is and don't think it should change. There is a minority who think it should offer more, but similarly have also complained when we have provided events such as 'Enchanted Castle' that there were 'not enough fairies', or Halloween events where it was 'not spooky enough'. The old adage of 'you can never satisfy all of the people all of the time' applies very much to Tamworth Castle.

Do you think the Castle or its current offer should change? if so what would you like to see at the Castle that is different and why?; As previously discussed, the Castle would benefit from a greater digital / online presence that would increase the access to Castle, the object collections and archives. Audio guides have been considered in the past and dismissed as too costly to run and too easy for the public to exit with equipment that was required previously. With the advances in technology, and the majority of people having access to a smart phone this and other digital options could be reconsidered.

Having digital access to the object collections and archives could enable public access to items relevant to different areas in the Castle. In an ideal situation visitors could pay extra at reception or on their online ticket to access the digital collections / archives. An area or room would have a digital link that provides the smart phone access to the relevant collections, providing additional information / imagery. This in turn protects the collections, particularly the fragile items, through access that is not damaging by continuous handling / light / dust / changes in environment. Increase the income stream through an online presence for the Castle with a stock of unique items that use patterns / images / designs from the collections. This opens up a worldwide market particularly with US and Japanese tourists.

“Having digital access to the object collections and archives could enable public access to items relevant to different areas in the Castle.”

What opportunities exist across the authority to support the ongoing activities at the Castle and how? Use currently empty premises Market Street? Particularly close to the Castle as a bigger commercial stock outlet, as well as the shop in the Castle. Make use of the Upper Lodge by the Castle (at the bottom of the narrow Castle slope, instead of it being rented out at a peppercorn rent without income to the Castle) as a visitor information point with Castle staff (similar to National Trust properties) / ice cream sales – ice creams available on exit!! (We do have some serious problems if people go round the Castle with an ice cream in hand!!) . Link businesses in the town, like the micro-brewery and somewhere to eat with ticket sales. Historic bottle styles from the collections for beer / tankards. 'Castle eatery' in town with trenchers instead of plates!!

Tamworth Borough Council Verbatim:

- Light the outside of the castle, more events parties private functions. Manager has been left to get on with it, challenging individual and sees change as a threat, strangling the castle. Take back the kiosk and repurpose the lodge and coach house, they are expensive assets. Arts and Events have always been separate (e.g. St George's Day), they need to be aligned. Relaunch Heritage Day to get locals back in love with the castle, make it council and events team led. The 1970's adverts on social media don't work. Involve schools and the community to sponsor projects (name on a brick etc.). Deliver quick wins with ambition and set out longer term plans. Deal with the pigeon problem in the town. The castle is part of Tamworth, as a castle and museum, its part of our heritage. The current manager has a curator role and finding pots of money but isn't the person to take the castle forward.
- My only comment really will be from an asset point of view. Whilst I appreciate that we have an obligation to maintain the castle given its heritage status my question/concern would be around the level of investment and ongoing upkeep cost and what the most cost effective long-term approach would be. If we assume that there is not likely to be any external interest in taking on the castle in its current state (not sure if this has been or is being tested) then we are retaining it. Whatever we do with it there will be a cost associated with upkeep, however I would anticipate that the cost of upkeep could vary considerably depending on how we intend using it. Given where it is and what it is I am not sure that we will see a direct return on investment but the question from me around costs is at what point we consider the level of return for the investment required to be viable. A more cost effective solution could be to simply shut the doors and only undertake the level of upkeep required to meet our statutory obligations. I appreciate that there are opportunities to expand the use of the Castle to make it more of a visitor attraction, a wider visitor venue and for us to tie it in more with other elements around the Castle to make the wider area an attraction/venue but if we do then the business model needs to be right and whilst I find it difficult to see that the Castle will ever become a 'Cash Cow' I wouldn't want to see it become a 'money pit' either; we need to make sure that we don't repeat the mistakes of the past by not factoring in the long-term upkeep of the Castle and its surrounds into the business plan and then locking that money into the upkeep. I think in the past we have seen proposals that point to how much revenue venue / facility can generate but factors such as upkeep of the building itself reflecting the proposed new uses have been ignored until the point comes where work is needed and everyone realises that there is no money. In terms of where the castle sits, my personal view is that there should be a better link across the 'ditch' to the Town Hall (I know that there are already discussion around this as part of the Town Centre plan) on the one side but on the other side bringing in the Café, toilets and the buildings that were the old outdoor pool. We know for example that the proprietors of the café have always struggled and would probably be amenable to the business side being bought out. The outdoor pool buildings aren't in great shape but I'm sure with some creativity could in some way be linked to the Castle activities. As a general observation, in my opinion the Castle as it stands now is fine for a one-off visit that lasts no more than a couple of hours and once done there isn't much else to keep you in the town and not a lot else that would really make you come back. This is not to be derogatory but there is nothing really in Tamworth that I can't find locally to where I live so other than a visit to specifically see the Castle there wouldn't be much to keep me coming back. I think the one-off special events are good and would result in a visit but that would be for the event and not a re-visit to the castle per se.
- Full cooperation with Tamworth Assembly Rooms for a bespoke wedding and catering package with a co-ordinator. Limited opening times as a museum – could this be done on selected days perhaps. Continued schools programme and maybe open this up for community groups etc. rather than public opening. Special events to continue – Easter/Bank Holidays/Christmas etc. Could the shop at the bottom be the entrance kiosk? Provide a more limited café with vending machines rather than food service – unless the kitchen is upgraded. Theatrical and other musical evenings in the great Hall with light food (we used to have Film noire and horror films in the great Hall). Food/historical fayres? Corporate events – maybe hire out the whole Castle. Small scale weddings completely at the Castle with catering? Historical tours – linked to other buildings including Town Hall/Church. What do the Friends of the Castle do now? Could they assist? Potential for events on the Upper Lawn linked to the Castle – specialist markets/re-enactment? A public consultation on the future of the Castle. Is there anything that could be done at the Gatehouse for small exhibitions/visits – is there a full inventory yet of the collection. Visiting collections e.g. the Hoard increased visitors. Personally I think that the Castle does not work as a museum with limited visitor numbers and clashes with weddings/corporate events – 2 hours is not a day out, therefore this needs to be looked at to provide a 'day out'. Encourage cafes to give join in e.g. admission plus a cream team somewhere? The terrace café to the side of Ankerside overlooking the grounds could be fantastic – could there be some partnership there? Car park – I am aware that the closest car park was changed to 2 hours max by Council decision some years ago to encourage shoppers/bank visitors and stop the car park being used as long stay. This needs factoring into the town centre strategy and a decision made. There needs to be clearer directions to the long stay car parks and signage from Jolly Sailor/Riverdrive.

The Castle as it stands now is fine for a one-off visit that lasts no more than a couple of hours.

- The castle has always been an issue, poor general management and current manager unwilling to work with other service areas. The castle works in a silo and doesn't utilise other service areas, this includes external tenders for services that could be delivered from within existing resources and therefore save the authority money. Aware of some corporate issues that were badly managed last year, manager doesn't role model corporate responsibilities. Don't understand why we've allowed pigeons to have such an impact on the visitor experience, don't understand why we haven't got a proper plan in place to deal with structural issues, the castle is important to the council and sits in the middle of amazing grounds. The castle comes at a significant cost and should offer more events and services, again we should be reaching out and working more closely with arts and events and assembly rooms (catering, wedding, events, grounds, café).

“ The castle works in a silo and doesn't utilise other service areas. ”

- There is a control and command culture within the castle, evidence of silo working and corporate messages not being followed through. I'd like to see more engagement between the heritage experts and TBC functional experts to achieve more. I think there should be more events and more use of tech and augmented reality. I'd really like to see the blockers and lack of willingness to tap into the creative minds change. The castle can no longer be a little niche castle on its own and we need to find a way to promote it more to the 70,000 plus residents.

- **Greater clarity on what the venue is** – ‘Tamworth Castle Museum and Grounds’. It is currently marketed and promoted as Tamworth Castle, no mention of Museum or its relationship to the Castle Grounds especially the Scheduled Ancient Monument on the Castle website, yet Tamworth Castle has had museum status for a number of years and something we work hard for and pride ourselves in. Do we fear clarity may impact the target family audience and footfall? Do we fear clarity may affect Customer expectations – managing, raising or exceeding them? Do we fear the word ‘museum’ creates a pre-conditioned mind set of the type of experience we think people might expect? Hence why we operate and treat as a museum but promote and attract as a tourist attraction? Is it time to embrace ‘museum’ and promote its USP's.

Bringing history to life, educating, entertaining, inspiring. The new Battle and Tribute Gallery will set the bar with regard to customer experience, does the rest of the Castle stand up to delivering a memorable Museum experience? Is the Building clean, repaired, maintained, and accessible? Are the Room sets visually stimulating, immersive, atmospherically. Are the Objects and artefacts meaningful, relevant, impactful, and interesting? Can they be interacted with, touched? Do they add value to the Castle story? Are the Room Graphic Design Panels and Interpretation refreshed? Are they immersive, informative, educational, set the scene? Does the Castle tell the stories within the stories, those interesting snippets which connect people, and the stories which can only belong to Tamworth Castle? More use of Technology to bring history to life, promise of fun, attention grabbing. Continual improvement to marketing, PR, photography, videography – create a buzz, clear messaging. Look beyond the Castle walls for the visitor to experience, stay longer and enjoy. Café, does it offer quality and choice, welcoming ambience, comfortable, light, airy, and clean. Is merchandise specific, relevant, quality, cost appropriate? Is customer service always welcoming and consistent, is training updated? Are themed in-house events educational, qualitative, engaging, immersive, informative, inspiring, accessible, and entertaining? Some in-house events lack impact, leave one feeling underwhelmed, with paid visitors spending no more than an hour to an hour and half in the building. Some rooms are excluded from being dressed due to lack of available funds and those which are dressed are of low quality and do not always deliver the expected or desired results. Events are annualised and quite repetitive, could this be prohibitive to repeat visits. In house events are always delivered within Castle Walls, could events be expanded to include the upper lawn of the grounds, the Stables, expand the visitor experience. Living History weekends could include the upper lawn, enclose Upper lawn and make entrance fee to include venue and grounds – has been done before in the 80's.

“ The new Battle and Tribute Gallery will set the bar with regard to customer experience. ”

Look beyond the walls of the Castle – Think BIG. Use of audio and visual could expand the offer, i.e. St George's Day, the sound of a roaring dragon to be heard from the top of the Castle and a plume of smoke be seen, could a dragon be locked in the dungeon and roams the courtyard as people enter. Could a dragon's tail be swinging from the side of the castle? Could St George be running up and down the slope telling people of the dragon in the Castle? Could lighting effects show a dragon climbing the castle walls of an evening? We currently know (Commas has data and customer feedback) that people looking for Castle Grounds information especially events are first looking on Castle website when in fact the information is located on the Assembly Rooms website under a separate URL - Tamworth Arts and Events. Customer comments tell us this is too confusing and people have difficulties finding information. Should details about the grounds and What's On and locate on the Castle website?

Raise the profile of Tamworth's Heritage – its USP. Bring back Heritage Open Day, invest & lead the event, celebrate and promote Tamworth's Heritage in line with national event (Sept each year). Hold an annual weekend Saxon festival in the grounds to mark HOD, have Aethelflaed declaring her battle plans, soldiers fighting, re-enact burying the Hoard etc. etc. 2020 could be the platform to launch the new 'Battle and Tribute' gallery.

Technology Use and engage latest technology to wow and attract the visitor, video PR, Augmented Reality bring history to life in and out of the building. Set the scene and customer's expectations before they visit to show what Tamworth Castle Museum can deliver and dispel the myths of a traditional museum.

Bigger Offer Use other buildings/areas to extend the Castle offer or be seen as a combined offer –Town Hall, Stables, Holloway Lodge, Upper lawn, the dell?.

Commerciality Weddings Complete overhaul of wedding offer, sell USP as romantic, intimate museum setting perfect for that evening candlelit ceremony with closest family and special guests. A truly atmospherically, quality, specialised venue. Create better and improved marketing and PR, this commercial revenue stream is stagnant at the moment. Tell the story - What can Tamworth Castle Museum provide against competition? Promote and pursue the Castle as a film/location venue, raise its profile. Attract a greater and varied commercial activity/event programme, infinite possibilities, Event Organisers, Corporate events, Room Hire/Meeting Rooms, Themed Historical events, Theatrical, Musical, Suppers/wine tasting, Arts and crafts activities, Film. Commercial events will not be aimed at the target family audience but will provide the opportunity of showcasing what fabulous experiences can be delivered within a museum setting and open the door to new audiences.

“Complete overhaul of wedding offer, sell USP as romantic, intimate museum setting”

Combined ticketed events with Assembly Rooms - Day visit to the Castle combined with a ticket to an evening show in Assems, Ticket to Panto combined with a ticket to Santa Trail, A day to Castle combined with a children's theatre event at the Assems in school holidays, TBC seasonal passport across its venues.

Membership/Loyalty - Castle Annual membership for rewards – advanced notice of events, priority tickets, special offers, money off etc., Possible TBC combined loyalty card, Could open up to a Tamworth Loyalty scheme where local businesses could pay to be included – could help stimulate local spending and support shop local.

Friends of Tamworth Castle - Review purpose and relationship with Castle, benefits, expectations, support?.

TBC Annual Wedding Fayre in Assembly Rooms - Promote TBC venues to hold a wedding, do catering (Assems, Castle, Town Hall, Castle Grounds) attract quality local businesses to partner and promote, i.e. hair salon, florist, dress shop, limos, photographer etc. etc..

Company/Organisational Incentives - TBC staff, NHS, MOD. **Castle Grounds** - Tamworth Castle website signposts visitors to the Castle Grounds as a separate venue to visit when at the Castle, there is no attachment or informative history as to how the Castle and Grounds relate – see Warwick Castle website.

Collection - Evaluate – location, purpose, relevance, cost, worth, usability. Can the collection be digitalised? Could digitalised collection be offered to view for a fee? Is it possible to partner with Universities, other collections to attract study and research programmes? How easy is it to move items? Is this done on a regular basis? Offer membership scheme to archives separate from Castle membership. Expand educational programme to include archive lectures, art projects, demonstrations and courses attract other touring collections to be held at Castle or other TBC venues.

Would Arts and events staff sit more easily within Castle team rather than Assembly Rooms and be able to look at attracting commercial activity within the Castle as well as organising outdoor events, i.e. at Xmas lights switch on, have a traditional Victorian Xmas market on upper lawn and in the Castle courtyard roasted chestnuts, barrel organ etc., carol singers in bandstand and Victorian household events throughout the Castle.

Opening hours – Re-evaluate -Is it a viable offer to close the building 6 months of the year, which still costs money, or is it better to open the building and attract footfall and increase income

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To: Executive Leadership Team (Tamworth Borough Council)

From: Rob Holder (Mearl Consultancy)

Date: 1st February 2021

TAMWORTH CASTLE MUSEUM COLLECTION & ARCHIVE REVIEW RECOMMENDATIONS

1. INTRODUCTION

This report supplements the Tamworth Castle Museum Collection & Archive Review 2020 and provides a cost benefit analysis and financial summary of the reviews recommendations.

The purpose of providing the cost benefit analysis is to demonstrate the 'post pandemic' additional income generating potential for the Tamworth Castle & Museum as a result of approving and implementing the reviews recommendations.

2. EXECUTIVE SUMMARY

A strategy along with recommendations to develop the Castle & Museum into a commercially centred visitor attraction has emerged and should be delivered over the course of the next 3 years. The timeframe for delivery takes into account the current public health crisis, it is reasonable to assume that some recommendations may need to evolve to meet changing consumer needs and wants post pandemic.

The Headline Finances document accompanying this report sets out another challenging year ahead with 2021/22 deemed 'Crisis', as such relative worse-case scenario budgets for income generating activity have been set. 2022/23 should be seen as 'Pre-Recovery', 2023/24 'Recovery' and 2024/25 as 'Transformation'.

A pro-active strategy to deliver the Safe & Legal Category 1 Defects within the Castle Condition Survey is under construction and a number of Category 1 defects have already been actioned. Health & Safety Audit was carried out on 13th January 2021 at the request of Rob Holder, the Health & Safety Officer and Senior Compliance Officer continue to be engaged to ensure Castle compliance.

The new Organisational Structure is the single biggest annual cost at £297,890.99 per annum, it does not rely on casual staff but does enable and support all year round income generating activity along with a standalone Café Kiosk. The 2019/20 organisational structure actual cost of £270,367.80 overspent its financial budget and has done for each year since 2016, only supported seasonal activity, didn't support a standalone Café Kiosk and relied heavily on casual staff to the detriment of income generation.

The all year round Operating Window is supported by 2021/22 Fees & Charges which include 16 new income generating activities. The new Battle & Tribute is ready to open in Spring 2021 and enables and supports the Castle & Museum to be marketed and promoted as an all year round visitor attraction.

Opening the Castle & Museum all year provides another spectacular venue for the Arts & Events Team to use and broaden their calendar of commercial activity to include the Castle outside of core visitor days and times.

Two rooms on the ground floor have been repurposed to make the Castle more accessible and the larger of the two is now available to start generating much needed additional income for the Castle & Museum.

Implementing the income generating recommendations in this report could deliver additional income upwards of £109,985.68 per annum (combined totals of additional income highlighted in green in the main body of this report) post pandemic and based on modest projections. Additional income generated should be used to offset against the current level of subsidy required from Tamworth Borough Council.

The review has already delivered a significant return, its findings and recommendations resulted in a successful Cultural Recovery Fund award of £250,000.00. This has enabled significant enhancements to the Visitor Experience (Augmented Reality), Education & Schools Programme (Remote Online Learning) and Collection & Archive (Reaccreditation, Review, Rationalisation and Digitisation).

The report's findings and recommendations align to the Council's Reset and Recovery programme and also provide a framework for the Heritage Working Group to progress.

3. OPTIONS CONSIDERED

The ultimate purpose of the Castle Review 2020 was to assess and progress the Castle Review 2018, address the emerging issues and prepare a deliverable strategy to commercialise the Castle & Museum. However, it was prudent to explore other options and to capture financial risks associated with a spectrum of options ranging from do nothing, do something and fully commercialise the Castle & Museum.

The following options are not fully scoped or costed but do provide a framework for further discussion by Tamworth Borough Council around the future of the Castle and in line with the Reset and Recovery Programme.

Whilst there are three favourable options, Transfer Management., Transfer Ownership., Fully Commercialise., the option taken forward to 'Fully Commercialise the Castle' is in line with the reviews outcomes. Notes to supplement the following table:

- Heritage Lottery Funding Liability: RED = Cost to the Council, GREEN = No Cost to the Council. (In 2010 the Tamworth Castle & Museum made a successful bid for £876,200.00 to the Heritage Lottery Fund to 'Accessing Tamworth Past' and again in 2015 for £464,100.00 for 'The Staffordshire Hoard Battle & Tribute' due to open in the April 2021).
- Castle Condition Survey Liability: RED = Cost to the Council (ranging from £0 to £3m). (The current Castle Condition Survey carried out by Purcell in 2019 identified circa £3,000,000.00 of works required to the Castle Building over the 5 year lifespan of the survey (excludes the Coach House & Stables, Holloway Lodge and the Upper Lodge Kiosk).
- Building & Associated Liability: RED = Cost to the Council, GREEN = No Cost to the Council.
- Charges within Fund Reallocation: RED = Cost will need to be absorbed elsewhere within the Council, GREEN = Cost to remain allocated against the Castle.
- Organisational Structure & Operational Costs: RED = Cost to the Council (aim to offset against income), GREEN = No Cost to the Council.
- Community, Town Centre, Regeneration, Heritage: RED = Damage to the Council's Reputation.
- GREEN = No Change.

Options / Risks & Benefits:	Heritage Lottery Funding Liability £1,340,300	Castle Condition Survey Liability £3,000,000	2019/20 Annual Building Only & Associated Liability £139,383.26	2019/20 Annual Charges Within Fund Reallocation £104,310.00	2019/20 Annual Organisational Structure & Operational Costs £328,692.41	Community, Town Centre Regeneration, Heritage
Sell the Castle and dispose of Collection & Archive						
Let the Castle and dispose of Collection & Archive						
Mothball the Castle and its Collection & Archive						
Transfer management of the Castle, Collection & Archive into Trust						
Transfer ownership of the Castle, Collection & Archive into Trust						
Fully commercialise the Castle excluding the Collection & Archive						
Fully commercialise the Castle including the Collection & Archive						

4. RECOMMENDATIONS

To 'Fully Commercialise the Castle, Museum Collection & Archive' with the ultimate aim of increasing income, making profit and stabilising the level of subsidy required by Tamworth Borough Council requires delivery of the following recommendations;

1. Deliver the 2019 Purcell Castle Condition Survey within its 5 year lifecycle – Page 4
2. Implement the 2021/22 Organisational Structure and associated training – Page 5
3. Implement the 2021/22 Fees & Charges and new income generating activities – Page 6
4. Implement the 2021/22 Operating Window and Opening Hours – Page 8
5. Purchase a new range of Saxon themed Souvenirs and Gifts – Page 9
6. Maintain the Lodge Kiosk as the primary Café – Page 10
7. Deliver a revised Education & Schools Programme and new Online Learning – Page 11
8. Implement a new year round calendar of paid Commercial Events – Page 12
9. Market and Promote the Castle as a credible Wedding Venue – Page 13
10. Market and Promote the Castle and its rooms available for Hire – Page 15
11. Review, Rationalise and Digitise the Collection & Archive – Page 16

1. Methodology: deliver the 2019 Purcell Castle Condition Survey within its 5 year lifecycle.

Essential Recommendation	Timescale	Cost	Comment
Obtain a 'commercial value' for the asset (Tamworth Castle, Museum Collection & Archive), develop and implement a 5 year capital investment programme.	2021/24	£3,000,000.00	£400k of spend has been approved, a balance of circa £2,600,000.00 of investment (capital / revenue) is required to deliver the 2019 Castle Condition Survey in its entirety.
Consider 'public consultation' on the purpose and long term future of the Castle, Museum Collection & Archive given the current and projected anticipated level of financial support needed.	2021/24	To be scoped and costed	Reset and Recovery Programme, Heritage Working Group to consider.

Essential That: Programme of works is approved to deliver the 2019 Castle Condition Survey. £400,000.00 of funding has been approved (split over 20/21 and 21/22) to enable the completion of Castle Curtain Wall Work and Purcell have been engaged to package the Priority 1 defects (*urgent work within 1 year that will permit immediate closure of premises and/or will prevent serious deterioration of the building fabric and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation*).

Important Because: Pro-active maintenance and restoration of the Castle is more cost effective than reactive maintenance and allowing defects to deteriorate further. Failure to act on Priority 1 defects will result in further deterioration of the Castle & Museum asset and compromise the Health & Safety of its occupants and visitors.

Cost: The £3,000,000.00 figure quoted is not yet fully costed but was as a result of a meeting with Colin Staff, Senior Architectural Technician for Purcell UK. The Assistant Director Growth & Regeneration and Assistant Director Assets have since met with Purcell UK to determine costs associated with prioritising and delivering the Priority 1 defects, they are currently being packaged and costed for Tamworth Borough Council's consideration.

Benefit: Whilst there is no direct financial return, if the Castle & Museum were unable to open it would lead to a loss of income. Maintaining and preserving the Tamworth Castle & Museum asset will ensure that income generation can continue and that the Castle & Museum continues to play an important role within Tamworth, supporting economic growth and regeneration.

2. Organisational Structure: implement the 2021/22 Organisational Structure and associated training and certification in readiness for April 2021.

Essential Recommendation:	Timescale	Cost	Comment
Agree proposed organisational structure and costs, progress to appointments and staffing committee. Agree the active cleaning reviews recommendations to have a cleaning schedule implemented within the Castle, costs to be met by the central cleaning budget.	2021/22	£297,890.99	Note - £291,435.54 is the cost excluding additional 65 days opening (but would reduce ability to generate additional income). £265,697.33 is the cost excluding Café (but would result in no café facility). £259,241.87 is the cost excluding both of the above.
Work collaboratively with the Arts & Events team who will in turn facilitate the use the venue to deliver commercial events, weddings and room hire in addition to putting on Arts & Events activity outside of visitor days and hours. Arts & Events Team to be inducted as 'Key Holders' at the Castle.	2021/24	N/A	Cost of casual labour will need to be built into each event and sign off only given if the event demonstrates a return on investment.
Train the Manager, Officers and Visitor Services Duty Managers as Premises Managers to include Key Holding, Safe & Legal, Staff and Visitor Experience.	2021/22	£2400.00	Cost for IOSHH for the Castle Manager, First Aid and DBS Checks for designated duty managers.
Collections Officer brief to be scoped for 2021 to ensure Museum Accreditation Status, digitisation and rationalisation of the collection and archive.	2021/22	N/A	The Cultural Recovery Fund award will ensure that Museum Re-accreditation is submitted in 2021. Ongoing discussions continue with Staffs County Council re relocating the Archive, CRF consultants will support scoping this workload.
Re-engage the Friends of Tamworth Castle to provide clarity on their role within the new organisational structure, for example visitor services history guides.	2021/22	N/A	Potential for volunteers to support existing staffing structure going forward, post pandemic.
Give sufficient consideration and focus to the desired culture required within the Castle as a result of the new Organisational Structure being implemented.	2021/22	N/A	Consider personnel support and a 'buddy' for the new Manager.
Desirable Recommendation:			
Proactively engage educational institutions and secure placements within the Castle to support with Castle Museum Collection & Archive activity.	2022/23	N/A	Or post pandemic.
Recruit a pool of Casuals that can work across all Tamworth Borough Council Commercial Venues, apportion appropriate costs to venues/events. Cross train team members across multiple sites to increase flexibility and productivity.	2022/23		Additional costs will be offset against income generation.

Essential That: recruitment of the Manager; Education, Events & Administration Assistant (Duty Manager); Visitor Services Assistants (Duty Managers); Visitor Services Assistants Café to be prioritised as soon as possible to support 2021 opening. Recruitment of Seasonal Visitor Services Assistants and Education & Schools Assistants should commence in readiness for a more normalised level of trade as consumer confidence and footfall increases, schools in readiness for September 2021.

Important Because: A core team of competent, flexible and adaptable personnel need to be established and in place to enable and support the delivery of 'Fully Commercialising the Castle & Museum'. The absence of a core costed organisational structure at the Castle may have contributed to overspending on the salary budget each year since 2016.

Cost: The cost of the organisational structure to deliver all year round income generating activity would be £297,890.99 per annum. Reducing opening hours would reduce the cost to £291,435.54, excluding the Cafe Kiosk would reduce the cost to £265,697.33 and excluding both would reduce the

cost to £259,241.87. Whilst on the surface this would generate a saving compared to last year it would also limit and reduce much needed income generating potential.

90CN - Level 9 Cost 9AC - Level	Sum of Actuals	2017		2018		2019		2020		Salaries budget	Review Proposal	Proposal excl café posts	Proposal incl reduction to posts by 9 weeks	Proposal incl reduction to posts by 9 weeks excl café	
		Sum of Budget 2	Sum of Actuals	Sum of Budget 2	Sum of Actuals	Sum of Budget 2	Sum of Actuals	Sum of Budget 2	Sum of Actuals						
Castle & Museum 00101	144,152.61	202,290.00	171,346.53	204,550.00	177,017.14	208,640.00	183,884.68	215,680.00	143,328.72	231,680.00	229,727.70	277,530.62	245,336.95	271,075.16	238,881.50
00150	2.38	0.00					1,124.61	0.00	2,615.62	0.00					
01101	58,709.52	9,140.00	31,515.17	9,230.00	26,552.49	10,080.00	48,878.02	16,580.00	62,796.63	16,980.00	17,410.00				
Castle Schools Est 00101	16,325.34	20,870.00	20,361.72	20,610.00	1,513.60	21,570.00	184.50	23,680.00	0.00	24,760.00	24,452.00	20,360.37	20,360.37	20,360.37	20,360.37
00150			(0.78)	0.00			1,123.46	0.00	160.56	0.00					
01101	17,092.87	0.00	19,216.83	0.00	28,579.66	0.00	30,442.68	0.00	3,225.97	0.00					
Castle Events 01101	13,625.51	5,470.00	12,303.92	5,520.00	15,954.84	5,630.00	0.00	0.00	0.00	0.00					
Castle Hire 00101	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.00	0.00	0.00					
	249,988.23	237,770.00	254,743.39	239,910.00	249,617.73	245,920.00	265,638.00	255,940.00	212,127.50	273,630.00	271,589.70	297,890.99	265,697.33	291,435.54	259,241.87

Benefit: Implementing a fixed core costed establishment will enable and support the delivery of an all year round income generating operation as opposed to a limited seasonal operation. This core organisational structure does not rely on casual staff but can flex and evolve as income generating activity increases.

3. Income & Expenditure / Fees & Charges: implement the 2021/22 Fees & Charges and 16 new income generating activities.

Essential Recommendation:	Timescale	Cost	Comment
Implement proposed Fees & Charges with the aim to drive additional footfall into the Castle and maximise income generation.	2021/22	N/A	In readiness for opening on Saturday 27 th March 2021 if government restrictions allow.
Agree that Castle management must demonstrate that all activity is fully costed and can evidence a return on investment before sign off and implementation.	2021/24	N/A	Baseline templates to be created. Assistant Director Sign Off.
Revisit annual budgeting process with the aim of ensuring budgets and activities are SMART (specific, measurable, attainable, relevant and timely). Involve Castle management in setting expenditure budgets to ensure engagement and accountability.	2021/24	N/A	Initiate quarterly commercial review (look back / look ahead) between Castle Manager and Assistant Director.
Desirable Recommendation:			
Create and implement a suite of 'Day out in Tamworth' tickets, for example visit the castle in the morning and then lunch in the Assembly Rooms followed by a tour of St Editha Church. Link the town's rich heritage and venues to increase footfall and dwell time and maximise spend per visitor.	2021/22	N/A	Tamworth Castle is the town's single biggest heritage asset and features significantly in the successful Future High Street Fund award. The Castle is integral to the town's success and supports regeneration and economic growth.

Essential That: the Castle & Museum maintains its standing as the town's number one heritage asset, integral to the town's success and supporting ongoing regeneration and economic growth. The 2021/22 Fees & Charges are competitive and offer a sufficient range of income generating activity to improve financial sustainability. Tamworth Castle & Museum should be marketed and promoted as an all year round Visitor Attraction, Education & Schools Venue, Wedding Venue and Room / Venue Hire.

Important Because: The 2021/22 Fees & Charges will enable increased income generation from existing activity alongside supporting and enabling additional income generation from new activities.

Cost: There are no additional costs associated with implementing the 2021/22 Fees & Charges. However, it should be noted that some of the income generated as a result of 'Commercialising the Castle' could move to Arts & Events, as such might not be reflected in the Castle's accounts.

Benefit: The 2021/22 Fees & Charges list 16 new income generating activities that could deliver upward of **£8,246.00** of additional income per annum based on the conservative projections set out below (Appendix 1 – Fees & Charges Page 18).

New Fees & Charges:	Individual Fee:	Projection 1: Volume	Week / Month / Annual	Total Additional Income:	Projection 2: Volume	Week / Month / Annual	Total Additional Income	Projection 3: Volume	Week / Month / Annual	Total Additional Income
Home School	£5.50	3	48	£792.00	5	48	£1,320.00	10	48	£2,640.00
Half Price Weekday PM	£8.75	3	48	1260	5	48	£2,100.00	10	48	£4,200.00
Adult Annual Pass	£29.75	1	11	£327.25	3	11	£981.75	5	11	£1,636.25
Concession Annual Pass	£26.75	1	11	£294.25	3	11	£882.75	5	11	£1,471.25
Child Annual Pass	£22.50	1	11	£247.50	3	11	£742.50	5	11	£1,237.50
Family Annual Pass	£100.00	1	11	£1,100.00	3	11	£3,300.00	5	11	£5,500.00
Guided Tour (Min 15)	£15.00	15	1	£225.00	15	3	£675.00	15	5	£1,125.00
Great Hall/Courtyard - Day	£260.00	2	1	£520.00	4	1	£1,040.00	6	1	£1,560.00
Great Hall/Courtyard - Half	£140.00	2	1	£280.00	4	1	£560.00	6	1	£840.00
Great Hall – 2 Hour	£80.00	2	1	£160.00	4	1	£320.00	6	1	£480.00
Castle Rooms - Day	£120.00	4	1	£480.00	6	1	£720.00	8	1	£960.00
Castle Rooms – Half	£70.00	4	1	£280.00	6	1	£420.00	8	1	£560.00
Outbuildings – Day	£140.00	1	1	£140.00	3	1	£420.00	5	1	£700.00
Outbuildings - Half	£90.00	1	1	£90.00	3	1	£270.00	5	1	£450.00
Castle Exclusive Hire	£1,500.00	1	1	£1,500.00	2	1	£3,000.00	3	1	£4,500.00
Paid Ticketed Event Profit	£5.00	10	11	550	15	11	£825.00	20	11	£1,100.00
Total Income:				£8,246.00			£17,577.00			£28,960.00

Applying the new Fees & Charges to the 2019/20 actual visitor data could deliver **£49,242.55** of additional income in 2021/22 as set out in the table below. Assumes 2021/22 were to be a normal year not the current crisis stage as a result of the current global pandemic.

Ticket Type	2019 Actual Visitor Number	2019/20 Fees & Charges (not the reduced entry price)	2019/20 Expected Income	2021/22 Fees & Charges	2021/22 Expected Income
Adult	7460	£7.50	£55,950.00	£9.95	£74,227.00
Family Adult	2011	£27.00	£54,297.00	£37.50	£75,412.50
Concession	2379	£6.50	£15,463.50	£8.95	£21,292.05
Child	3129	£5.00	£15,645.00	£7.50	£23,467.50
Family Child	2005	N/A	N/A	N/A	N/A
Child 2-4	1454	£3.00	£4,362.00	N/A	N/A
Group Adult	187	£6.50	£1,215.50	£8.50	£1,589.50
Group Concession	N/A	£5.50	N/A	£7.50	N/A
Group Child	71	£4.00	£284.00	£6.00	£426.00
Ground Floor Only	18	£3.50	£63.00	£6.00	£108.00
Events	1958	N/A	N/A	N/A	N/A
Total:			£147,280.00		£196,522.55

Note: £147,280.00 was not generated in 2019/20 due to proactive and reactive maintenance works leading to reduced entry prices for visitors. It could be argued that the engrained culture of taking the easy option combined with a lack of commerciality contributed to a potential £44,466.50.00 loss of income (2019/20 actual income £102,813.50 vs 2019/20 potential income £147,280.00).

4. Core Visitor Opening: increase the operating window to be open to the public from 1st February to 24th December, Tuesday to Saturday 0930-1630 and Sunday 1000-1600 (closed Easter Sunday).

Essential Recommendation:	Timescale	Cost	Comment
Open the Castle & Museum to the public daily (Tuesday to Saturday 0930 to 1630 and Sunday 1000 to 1600) between 1 st February and 24 th December (excluding Mondays and Easter Sunday). Use time between 25 th December and 31 st January to carry out cleaning, maintenance and coordinated pre-season readiness activity.	2021/22	N/A	Cost to deliver the proposed operating window is included within the proposed Organisational Structure. Propose to open on Saturday 27 th March 2021 subject to government restrictions being lifted.
Review the marketing plan and activity (bricks and clicks) and social media, target key days, weeks, months, seasons, calendar events and demographics to drive an increase in footfall and maximise income, include engaging social media influencers.	2021/22	N/A	Communications Team are actively progressing the communication and marketing plan along with a Castle Website refresh.
Revisit the Collection & Archive on display within the Castle Museum with the aim to increase the collections on display and improve interpretation to stimulate interest and increase dwell time. Introduce augmented reality into the Castle to further bring 900 years of history to life and aid self-guided tours.	2021/22	Currently unknown but future scope will become clear following use of CRF money.	£70,000.00 of Cultural Recovery Fund has been allocated to revisit the Collection & Archive. £60,000.00 of CRF has been allocated to deliver an Augmented Reality Trail to aid self-guided tours.
Further develop the website and invest in the link to enable the Museum Collection & Archive to be online by enhancing the current Modes Platform.	2021/22	N/A	£10,000.00 of Cultural Recovery Fund has been allocated to deliver the Collection & Archive online platform.
Develop a way of working that enables Visitors, Education & Schools, Events, Venue Hire and Weddings to work together seamlessly whilst ensuring a great visitor / user experience.	2021/22	N/A	A shared calendar is currently under construction, it will be accessed by Castle and Arts & Events staff to make bookings outside of visitor days and times.

Essential That: the Tamworth Castle & Museum is pro-actively marketed and promoted as an all year round Visitor Attraction (Café and Gift Shop), Education & Schools Venue, Wedding Venue and Room / Venue hire rather than its current role as a seasonal Castle & Museum offering little else.

Important Because: Visitor numbers and income generating activity are in decline amidst a rising cost base. 2021 presents a unique opportunity with the opening of the new Saxon Battle & Tribute to market and promote the Castle & Museum far and wide. Tamworth Castle also needs to improve its financial sustainability and lessen its reliance on subsidy from Tamworth Borough Council.

Cost: The £6,455.45 salary costs associated with increasing the operating window have been included in the Organisational Structure and associated costs and would pay back in year 1.

Benefit: Opening the Castle & Museum to visitors for an additional 65 days based on the 2019/20 averages could deliver upwards of **£6,581.25** additional income per annum (figure used assumes just 25% take-up). It also enables and supports all year round income generating activity.

2019/20 Daily Average Visitor Number	2020/21 Proposed Additional Visitor Days	2019/20 Average Ticket Entry Income	Projection 1:	Total Additional Income	Projection 2:	Total Additional Income	Projection 3:	Total Additional Income
81	65	£5.00	25% Income	£6,581.25	50% Income	£13,162.50	100% Income	£26,325.00

5. Retail Shop: purchase a new range of ‘Saxon’ themed souvenirs and gifts to support the opening of the new Saxon Battle & Tribute.

Essential Recommendation:	Timescale	Cost	Comment
Exit current lines (approximately 175) with less than 10 unit sales recorded against them, consider a market stall with the aim to recoup cost prices.	2021/22	N/A	Cost price is to be recovered, £550.00 has been sold to date as a result of a pop up shop.
Sign off agreed assortment in new location, no more than 100 lines to include: Castle Associated Souvenirs, Castle Branded Souvenirs, Gifting, and Themed Events	2021/22	N/A	Shop has relocated into its new space within reception, all visitors will now exit via the shop.
Invest in the team to support purchasing and pricing strategy and driving sales to support financial sustainability of the Castle & Museum.	2021/22	£2500.00	Source a range of Saxon themed merchandise for the Gift Shop.
Desirable Recommendation:			
Purchase an income generating collectable souvenir penny press machine featuring unique Saxon themed coins.	2021/22	To be costed and scoped.	Minimum visitor threshold required informs costs.

Essential That: Tamworth Castle & Museum provides a commercial range of souvenirs and gifts for visitors to purchase. Whilst a significant amount of work has already taken place to edit the assortment and relocate the Gift Shop into Reception so that all visitors pass through it, it does not yet stock a range of souvenirs or gifts to support the new Saxon Battle & Tribute.

Important Because: The Saxon Battle & Tribute will drive significant footfall into the Castle and all visitors will now exit via the newly relocated Gift Shop. Visitors will expect to be able to purchase gifts and souvenirs relevant to their experience and a commercial opportunity presents itself.

Cost: £2500.00 to be made available in the Shop Trading Account Budget to purchase a range of Saxon themed souvenirs and gifts.

Benefit: £2500.00 of investment should deliver no less than £8,333.00 of income (70% Margin). The cost and benefit of the Penny Press machine is not yet known.

In addition and as a result of relocating the Gift Shop it is reasonable to assume an uplift in spend per visitor going forward. The average spend per visitor in 2019/20 was 70.4p, increasing spend per visitor to £1.00 based on 2019/20 actual visitor numbers could generate upwards of **£10,017.59** of additional income. The table below sets out a number of projections based on increased footfall and spend.

	2019/20 Actual	Projection 1: Additional Income	Projection 2: Additional Income	Projection 3: Additional Income
Shop Average Spend	70.4p	£1.00	£1.25	£1.50
Total Income Based on 2019/20 Visitor Numbers	£0.70	£1.00	£1.25	£1.50
33840	-£23,822.41	£10,017.59	£18,477.59	£26,937.59
Total Income Based on 2019/20 Visitor Numbers +5%		£1.00	£1.25	£1.50
35532		£11,709.59	£20,592.59	£29,475.59
Total Income Based on 2019/20 Visitor Numbers +7.5%		£1.00	£1.25	£1.50
36378		£12,555.59	£21,650.09	£30,744.59
Total Income Based on 2019/20 Visitor Numbers +10%		£1.00	£1.25	£1.50
37224		£13,401.59	£22,707.59	£32,013.59

6. Café Kiosk: maintain the Upper Lodge Kiosk as the primary Café / secondary shop open daily 1000 – 1600 for the 32 weeks between April and early November (up to and including Bonfire Night).

Essential Recommendation:	Timescale	Cost	Comment
Maintain the Upper Lodge Kiosk as the primary Café / secondary Shop for visitors to the Castle & Museum, Castle Grounds and passing trade.	2021/22	N/A	Sales in the 12 weeks it was open in 2020 amidst the pandemic were £5326.48, and close to the whole of 2019/20's sales.
Open between daily 1000-1600 for 32 weeks between April and October inclusive of Bonfire Night.	2021/22	N/A	Cost to implement in 2021/22 is already included in the proposed Organisational Structure. Reopen 27 th March subject to government restrictions being lifted.
Install CCTV, Fire and Intruder systems.	2021/22	£3,000.00	Electronic till system, Wi-Fi, data and power are already in place along with insurances and night safe banking arrangements.
Desirable Recommendation:			
Agree longer term organisational structure, opening hours and core offer.	2022/23	To be scoped and costed	
Licence the Upper Lodge Kiosk for the sale of Alcohol on and off the premises to support Arts & Events and Castle Grounds Events.	2022/23	To be scoped and costed	The Upper Lodge Kiosk could be accessed and operated by Arts & Events for use beyond normal trading hours.
Invest in Technology to enable booking of tickets for the Castle & Museum and other commercial venues along with Tourist Information Services.	2021/23	N/A	

Essential That: the Café Kiosk reopens on its current offer of bean to cup hot beverages, cold beverages, confectionery, ice cream and snacks, gifts and souvenirs. Pro-actively market and promote its unique and quirky setting.

Important Because: The Café Kiosk as a standalone unit is ideally placed to serve visitors to the Castle, events in the Castle Grounds and daily passing trade. Sales of £5326.48 in the 12 weeks it was open in 2020 almost exceeded the 2019/20 annual sales, just imagine what could be achieved post pandemic.

Cost: Personnel costs of £32,193.66 have been included in the Organisational Structure and associated costs, the requirement for two personnel is costly and impacts profitability, consideration should therefore be given to reducing to one member of staff during quieter times. £3000.00 is needed to finish the fit out that was started by installing CCTV, Fire and Intruder alarm system.

Benefit: It is reasonable to assume that the Café Kiosk will benefit from increased footfall and an uplift in spend per visitor as a result of the improved offer. In 2019/20 the average spend per visitor was 19p, increasing spend to 50p could generate upwards of **£10,414.82**, of additional income which would deliver circa £7,290.37 of margin (70%). The table sets out a number of additional income projections based on increased footfall and spend.

	2019/20 Actual	Projection 1: Additional Income	Projection 2: Additional Income	Projection 3: Additional Income
Café Average Spend	£0.19	£0.50	£0.75	£1.00
Total Income Based on 2019/20 Visitor Numbers				
33840	-£6,505.18	£10,414.82	£18,874.82	£27,334.82
Total Income Based on 2019/20 Visitor Numbers +5%		£0.50	£0.75	£1.00
35532		£11,260.82	£20,143.82	£29,026.82
Total Income Based on 2019/20 Visitor Numbers +7.5%		£0.50	£0.75	£1.00
36378		£11,683.82	£20,778.32	£29,872.82
Total Income Based on 2019/20 Visitor Numbers +10%		£0.50	£0.75	£1.00
37224		£12,106.82	£21,412.82	£30,718.82

7. Education & Schools: deliver a revised in-house programme alongside introducing new chargeable remote online learning programme.

Essential Recommendation:	Timescale	Cost	Comment
Develop a pro-active marketing strategy that reaches out to all schools within a one hour drive time of the Tamworth Castle & Museum with the aim to maximise occupancy, income and profit generation.	2021/22	N/A	Reopen the Education & Schools programme in September 2021. Marketing database for all schools is currently under construction (including Communications Team email to all schools).
Review the catalogue of workshops and pricing structure in line with the competition with the aim to streamline and reduce the number of workshops, whilst still offering choice and value.	2021/22	N/A	See Fees & Charges
Explore and develop a Key Stage 4 and Key Stage 5 proposition, this need not necessarily be through 'delivering a workshop', it should include an online offering and therefore have wider appeal to include the local community (telling the story from Saxon era to present day).	2021/22	N/A	£20,000.00 of Cultural Recovery Fund has been allocated to deliver the remote online learning programme.
Revisit the cost of delivering workshops with the aim to reduce reliance on casual staff, move the required core casual staff onto school year (40 week) seasonal contracts to ensure calibre and reliability is maintained.	2021/22	N/A	Personnel cost to deliver In-house Education & Schools programme has been included in the proposed Organisational Structure, go live September 2021.
Standardise all booking material and reduce manual touch points with the aim of making the process on line and self-serve.	2021/22	N/A	
Digitise all workshop material (removing the significant volume of paper and storage required).	2021/22	N/A	The £20,000.00 of Cultural Recovery Fund also covers this activity.
Ensure all administration conforms to GDPR regulations and the Tamworth Borough Council retention standard.	2021	N/A	This has been an ongoing task and is nearing completion.
Desirable Recommendation:			
Consider offering a free returning child ticket when accompanied by a paying adult for all school children to support an increase in future visitor numbers, income and advocacy.	2021/22	N/A	Footfall driving incentive for all children attending an in-house education and schools programme.

Essential That: continue to offer an in-house Education & Schools programme for Key Stage 1 to Key Stage 4. Not only is this activity a significant income generator it also aligns to the Castle & Museums stated purpose; *‘a unique monument offering an inspiring, entertaining and enjoyable learning experience to all users’*. The current proposition is not marketed or promoted which presents a significant opportunity to increase occupancy and ultimately income generation.

Important Because: In 2019/20 the Education & Schools programme accounted for 30% of total income generating £59,782.75.

Cost: Personnel costs have been included in the Organisational Structure and associated costs. However it should be noted that the requirement for four personnel in 2019/20 has been reduced to two personnel to deliver the new onsite proposition and utilising new augmented reality.

Benefit: Occupancy in 2019/20 was 48% with no pro-active marketing or promotion. Increasing occupancy by 15% in 2022/23 based on 2019/20 average income could generate an additional **£8,538.47** of income.

In addition, securing just 2 paid subscriptions of £300.00 per month over the 9 month school year could generate **£5,400.00** of new income. This new remote online learning platform is being developed by This Great Adventure Company as a result of a Culture Recovery Fund award, TGAC have suggested that it would be reasonable to assume income of between £250 and £450 per subscription.

8. Commercial Opportunities: create a year round calendar of paid commercial income generating events utilising the space and newly created rooms at the Castle.

Essential Recommendation:	Timescale	Cost	Comment
Arts & Events to develop and facilitate a calendar of paid commercial ticketed events to be delivered within the Castle outside of visitor days and times and in line with Castle Fees & Charges. Room / Venue Hire Fees & Charges to be retained by the Castle, profit from events after costs to be retained by Arts & Events Team.	2021/22	N/A	Shared Castle calendar under construction for Castle and Arts & Events staff to make bookings. All room income being retained within the Castle.
Create an event baseline templates to demonstrate and ensure income and expenditure and profit is clear.	2021/22	N/A	Event organiser to sign off if event demonstrates a return on investment.
Update the website and social media to actively promote all commercial events and enable online booking of all commercial events.	2021/22	N/A	Communications Team are progressing along with a Castle Website refresh. Consider external Marketing Strategy.
The Castle must be dressed to reflect the seasonal calendar, Half Term, Easter, Half Term, Summer, Halloween and Christmas to support visitor and educational activity. These events need to offer something above and beyond the standard visitor proposition and attract the appropriate surcharge.	2021/24	N/A	The Castle will deliver Educational Events and School Holiday Seasonal Visitor events such as Easter, Halloween and Christmas. The Santa Trail is the single most profitable Castle event generating much needed income.
Work collaboratively with the Arts & Events Team to make the venue available for Arts & Events led external events outside of the main visitor days and times (Mondays and Late Afternoon / Evenings) subject to room availability. Room / Venue Hire Fees & Charges to be retained by the Castle, profit from events after costs to be retained by Arts & Events Team.	2021/24	N/A	No events will be permitted to take place in the main Castle whilst it is open to visitors (circa 60% of income). Arts & Events to work closely with the Castle Manager or in their absence the AD Growth and Regeneration. All room income to be retained within the Castle accounts.
Desirable Recommendation:			
Consider investing in the current kitchen to enable food preparation (café, events, room/venue hire and weddings). Options could include a facelift through to full refurbishment.	2023/24	To be scoped and costed.	Could be as little as a £5000.00 facelift up to a fully commercial kitchen.

Essential That: Tamworth Castle continues to evolve and seek new ways to generate all year round income. Creating a calendar of paid ticketed and ‘relevant’ commercial events will drive additional footfall into the Castle and unlock much needed income potential.

Important Because: Visitor numbers and income generating activity are in decline amidst a rising cost base. 2021 presents a unique opportunity with the grand opening of the new Saxon Battle & Tribute to market and promote the Castle & Museum far and wide. Tamworth Castle needs to build its sustainability and lessen its reliance on subsidy from the Council.

Cost: There are no costs associated with creating a year round calendar of paid commercial events. However, it should be noted that some of the income generated as a result of ‘Commercialising the Castle’ could move to Arts & Events, as such will might not be reflected in the Castle’s accounts. The Castle will market and promote events on social media and take bookings via the website. Events will primarily consist of small local businesses delivering relevant commercial events, a good example would be wreath making at Christmas in the Great Hall and Townshend Room.

Benefit: Increased footfall into the Castle, no financial outlay required from the Council, all profit will be retained by the Castle. Income potential is largely unknown but it would be reasonable to assume that just one paid event per month for 25 people could generate **£1,375.00** of income. The table below also sets out some modest income projections.

Number of Tickets Sold Per Month	Number of Months Per Year	Projection 1:	Projection 2:	Projection 3:
		£5.00 Profit Per Ticket	£7.50 Profit Per Ticket	£10.00 Profit Per Ticket
		£5.00	£7.50	£10.00
25	11	£1,375.00	£2,062.50	£2,750.00
50	11	£2,750.00	£4,125.00	£5,500.00
75	11	£4,125.00	£6,187.50	£8,250.00
100	11	£5,500.00	£8,250.00	£11,000.00

9. Weddings: market and promote the Castle as a credible Wedding Venue for civil marriage and civil partnerships, as such prepare the Great Hall to reflect the Castle brand.

Essential Recommendation:	Timescale	Cost	Comment
Arts & Events to develop and facilitate the delivery of aa weddings within the Castle in line with Castle Fees & Charges. Room / Venue Hire Fees & Charges to be retained by the Castle, additional income generated to be retained by Arts & Events Team. Meeting & Events Coordinator to develop commercial wedding packages for the Assembly Rooms and Castle.	2020	N A	Coordination of weddings transferred in November 2020. Shared Castle Calendar is under construction for A&E M&E Coordinator to take and confirm bookings. Consider all income generated at the Castle being retained within the Castle accounts and charging a proportion of the cost of the A&E Officer into the Castle accounts. Additional income generated (eg Food and Beverage) to be retained by Arts & Events.
Invest in wedding collateral to showcase the Castle and Assembly Rooms dressed as individual or combined venues.	2021/22	£2500.00	£2500.00 consists of professional venue dresser and professional photographer and marketing materials.
Update the website and social media to actively promote the Castle and Assembly Rooms as commercial venues.	2021/22		Communications Team are progressing along with Castle Website refresh.
Desirable Recommendation:			
Partial redecoration of the Great Hall to be ready to support commercial events has been completed, high level cleaning and painting including vaulted ceiling is required.	2021/22	£7500.00	Costs associated with completing this work is broken down as follows; Floor £1500, Cleaning £1000, Decorator £5000.
Consider investing in a branded electric hospitality shuttle.		£8000.00	Ideal to transfer the wedding party, elderly or less able guests to the Castle front door and also the Bride and Groom into the Castle Grounds.

Essential That: the Castle is properly marketed and promoted as a Wedding Venue from 2021, it currently isn't despite being licenced for civil marriage and civil partnerships. The Great Hall needs to be dressed and photographed to enable pro-active marketing and promotion of the venue in conjunction with the Assembly Rooms. The pandemic has pretty much closed down the wedding business resulting in significant volume of pent up demand, Tamworth Castle needs to be ready to handle an uplift in bookings as government restrictions are lifted.

Important Because: Only 5 ceremonies were carried out in 2019/20 generating £4854.15 of income. The Great Hall is in desperate need of cosmetic improvements as a result of years of neglect. The Castle needs to generate more income and the opportunity for growth has never been better.

Cost: Investing £2500.00 for professional photography, professional venue dressing and marketing material will provide the framework required to properly market and promote the venue. It should be noted that some of the income generated as a result of 'Commercialising the Castle' could move to Arts & Events, as such will might not be reflected in the Castle's accounts.

Benefit: Increasing bookings by 3 in 2021/22 would pay back the investment in year 1. Delivering the modest Projection 1 in the table below would generate **£6810.00** of additional income.

2020/21 Fees & Charges:	2019/20 Actual	Projection 1:	Projection 2:	Projection 3:
		Additional Bookings Per Annum	Additional Bookings Per Annum	Additional Bookings Per Annum
Wedding Ceremony April 2021		3	5	7
£995.00	-£4,854.15	£2,985.00	£4,975.00	£6,965.00
Weekday (Mon-Wed) Wedding Ceremony April 2021		2	4	6
£750.00		£1,500.00	£3,000.00	£4,500.00
3 Hours Exclusive Use of the Castle for Wedding Ceremony April 2021 (Summer)		3	4	5
£500.00		£1,500.00	£2,000.00	£2,500.00
3 Hours Exclusive use of the Castle for Wedding Ceremony April 2021 (Winter)		3	4	5
£275.00		£825.00	£1,100.00	£1,375.00
Total Additional Income:		£6,810.00	£11,075.00	£15,340.00

10. Venue / Room Hire: make Tamworth Castle and its repurposed rooms available to hire for private and/or commercial events to generate much needed income.

Essential Recommendation	Timescale	Cost	Comment
Arts & Events Meeting & Events Coordinator to create a booking system to enable the commercialisation of the Castle Venue and Rooms for private and commercial meetings and event hire in line with Castle Fees & Charges. Room / Venue Hire income to be retained by the Castle. Food & Beverage income to be retained by Arts & Events.	2021/22	N/A	Shared Castle calendar is currently under construction for Castle and Arts & Events to access and make bookings. Consider all income being retained within the Castle accounts and charging a proportion of cost of A&E Officer into the Castle accounts.
Update the website and social media to actively promote the Castle venue and its rooms and outbuildings for hire.	2021/22	N/A	Communications Team are progressing. Room and Venue Hire charges are listed on the proposed Fees & Charges.
Create Business Development Strategy, in conjunction with Enterprise Centre and Assembly Rooms.	2021/22	N/A	In addition to commercial room hire, make it known within TBC and its partnerships that rooms are available within the Castle for meetings, events, launches etc.

Essential That: Tamworth Castle continues to evolve and seek new ways to generate all year round income. As such, two rooms have been created on the on the ground floor that are available for private or corporate hire.

Important Because: Visitor numbers and income generating activity are in decline amidst a rising cost base. 2021 presents a unique opportunity with the grand opening of the new Saxon Battle & Tribute to market and promote the Castle & Museum far and wide. Tamworth Castle needs to build its sustainability and lessen its reliance on subsidy from the Council.

Cost: There are no costs associated with this income generating activity. Potential users will contact the Castle, make the booking and make the payment. The Castle will market and promote room and venue hire on social media and via the website.

Benefit: The proposed Fees & Charges set the half day rate for the Townshend Room at £70.00 and full day rate at £120.00. It would be reasonable to assume that one half day booking per week (children's birthday party) could generate **£3360.00** of income per annum for very little effort.

11. Collection & Archive: review and rationalise and make it relevant (Saxon era to present day) and make it accessible to all.

Essential Recommendation	Timescale	Cost	Comment
Develop the Castle, Museum Collection & Archive as a modest 'physical' Museum with a significant 'digital' Collection & Archive spanning the Saxon era present day and promoting Tamworth's history and heritage and accessible to all.	2021/23	Tamworth Story project to be scoped and costed.	£70,000.00 of Cultural Recovery Fund has been made available in 2021 for a comprehensive review and to start the digitisation of the Collection & Archive. Focus in 2022 will reinvent the south side of the museum to tell the Tamworth Story, will form part of a capital bid in due course.
Verify that all items currently listed on Modes have; identification Number, Name, Description, Quantity, Photograph, Location and Date – use Modes Data to inact online access to all via the Tamworth Castle website	2021/23	N/A	Active discussions are taking place with Staffordshire County Council to explore relocating the Archive out of Tamworth, this would potentially release the Holloway Lodge asset for repurposing. £10,000.00 of Cultural Recovery Fund has been allocated to deliver online presence of the Collection & Archive.
Ensure Modes platform is maintained and up to date to ensure a comprehensive record, should anything happen to the physical Collection and Archive it would be lost forever.	2021/23	N/A	Linked to Cultural Recovery Fund.
Prioritise digitising the Saxon Story and Industrial Tamworth followed by History of Tamworth through Saxon, Norman, Medieval, Tudor, Stuart, Georgian and Victorian.	2021/23	N/A	Linked to Cultural Recovery Fund. Does a great job to start the work, unquantifiable, capital bid.
Develop and implement exit strategy for collection and archive items that fall outside of point 3 ensuring Arts Council England disposal guidelines are followed	2021/23	N/A	Linked to Cultural Recovery Fund.
Agree revised policy for accepting new items into the Collection & Archive.	2021	N/A	Linked to Cultural Recovery Fund.
Secure overdue full Museum Accreditation status and ensure it is maintained in good time.	2021	N/A	Linked to Cultural Recovery Fund.
Identify from the Collections officer what is needed to ensure we meet our building, collection and archive preservation commitments and anticipated spend required over the next 3 years.	2021	N/A	Business cases to be written and presented to secure funding to include Radiators and Covers, Lighting, Window Blinds.
Desirable Recommendation			
Proactively recruit new volunteers from further education institutes to support the collections officer get back on track with cleaning, preserving, managing and digitising the Museum Collection & Archive.	2021/22	N/A	
Make an informed decision on the long term location of the Collection & Archive, be that using existing buildings (Coach House & Stables, Lower Holloway Lodge) or elsewhere. Explore the longer term exit of the Amington Industrial Unit, current cost to Tamworth Borough Council including Business Rates circa £16110.00 per annum.	2021/22		

Essential That: that the Collection & Archive is reviewed and rationalised, it is vast at circa 40,000 items and as such is stored across 3 locations, the Castle, Amington Store (at a cost of £16,000.00 per annum) and Holloway Lodge. Only a fraction of the collection is available for public viewing and the archive is off limits to the public.

Important Because: In addition to the costs attached to managing and preserving the collection and archive comes a responsibility. Worryingly less than 10% of the collection and archive is photographed, important because should anything happen it would be lost forever. There is a widely held view from all key stakeholders that a significant proportion is not of real importance to Tamworth.

Cost: A successful Cultural Recovery Fund bid has enabled the appointment of Consultants and to start the process of review and rationalisation. Additional costs are largely unknown at this point but will become clear once the consultants have carried out their assessment.

Benefit: The financial benefit is largely unquantifiable beyond having the Collection & Archive online for all to access and Holloway Lodge as a commercial asset ready for repurposing if the archive is transferred to Staffordshire County Council. Importantly, the review and rationalisation will reset the framework for ongoing management and preservation of the collection and archive.

Appendix 1: Proposed Fees and Charges 2021/22

Castle Fees & Charges	2021/22	2019/20
Adult (16 years and over)	£9.95	7.50
Concessions	£8.95	6.50
Child (up to 15 years)	£7.50	5.00
Home Schooled Children (Monday to Friday)	£5.50	new
Family Ticket for up to 5 persons (for each additional child in the party a flat rate of £5.00 per child will be charged)	£37.50	27.00
Ground Floor Only	£6.00	3.50
General Admission Monday to Wednesday after 3pm	Half Price	new
Annual Pass Adult	£29.75	new
Annual Pass Concessions	£26.75	new
Annual Pass Child (up to 15 years)	£22.50	new
Annual Pass Family (up to 5 persons)	£100.00	new
General Admission Carer (Valid ID)	FREE	
Advance Pre Booked Group Bookings (Minimum 25):		
Group Adult	£8.50	6.50
Group OAP/Student/Concession	£7.50	5.50
Group Child	£6.00	4.00
Guide fee charged at £35.00 flat rate for 2 hours	£35.00	30.00
Group organiser/guide (Coach Parking Free)	FREE	
Bespoke Pre Booked Group Bookings:		
Call for details, pricing will be determined by requirements	VARIABLES	new
Guided Tours (Minimum 15 people) to include Guide (£15.00 per head)	£15.00	new

WEDDING CEREMONIES:		
Wedding Ceremony Booked during 2021 - March 2022	April	£995.00 925.00
Weekdays (Monday to Wednesday)		£750.00 new
3 Hours Exclusive Use of the Castle for Wedding Ceremony (Summer)		£500.00 new
3 Hours Exclusive Use of the Castle for Wedding Ceremony (Winter)		£275.00 new
ROOM HIRE:		
Great Hall – Minimum Hire 2 Hours £80, Half Day £140, Full Day £260		Up to £260.00 new
Courtyard – Minimum Hire 2 Hours £80, Half Day £140, Full Day £260		Up to £260.00 new
Castle Rooms – Half Day £70, Full Day £120		Up to £120.00 new
Castle Outbuildings – Half Day £90, Full Day £140		Up to £120.00 new
Exclusive hire of the Castle (Full Day)		£1500.00 new
Bar fee (provision of bar counter and premises supervisor only)		£175.00 150.00
CASTLE VISITOR LED EVENTS:		
Child Storytelling with Craft Activity		£9.95 6.00
Child Dragon Hunt with Craft Activity		£9.95 6.00
Child Enchanted Castle with Craft Activity		£9.95 6.00
Child Santa Trails		£15.00 9.00
Child must be accompanied by paying adult (max 2 adults for Santa Trail)		£9.95 6.50
Additional Seasonal Castle Visitor Led Events		Up to £15.00 new
BESPOKE EVENTS:		
The Castle will run a number of bespoke paid ticketed events and prices will vary. All bespoke paid ticketed events will be advertised on the website		VARIES new
The Castle will be open to approach for bespoke events at the Castle and in its buildings, prices will vary depending on the needs of the client		VARIES new
Refreshments available on request and prices will vary, minimum cost per person £3.50		VARIES new

EDUCATION & SCHOOLS:		
Early Years / Reception Storytelling Sessions	£7.50	5.00
Role Play Workshops Key Stage 1	£7.50	5.00
Role Play Workshops Key Stage 2	£7.50	5.00/ 5.75
Role Play Workshops Key Stage 3	£7.50	5.50
Workshops for Key Stage 4	£8.50	7.00
Schools participating in more than 1 session are charged £2.50 extra per session per child	£2.50	1.50
Carers admitted free	FREE	
Cancellation is charged at £75.00 (notice 5-8 Weeks prior)	£75.00	50.00
Cancellation 2-4 weeks before	50% of total visit cost	50%
Cancellation less than 2 weeks before	100% cost of visit	100%
School Supervision ratio is 1 adult required for every 10 children. 0-4 children over must pay for the adult 5-10 children over the ratio they get the adult free	1 adult free for every 10 children only, others pay.	
Annual Online Subscription for each Key Stage Year	£300.00 to be confirmed	new
Application of the cancellation policy is at the discretion of the Castle Manager and will consider mitigating circumstances such as but not limited to pandemics.		