

# Tamworth Castle and Museum

## Forward Plan 2014-2019

### Description of Service Area

Tamworth Castle operates the main museum and heritage service within Tamworth Borough. The department sits within the Community and Environment Directorate at Tamworth Borough Council. The Castle was purchased for the Borough in 1897, and since then has held collections and maintained a museum for 115 years. The service provides professional expertise and advice relating to the care of the material evidence of Tamworth's past.

By endeavouring to provide the highest standard of care and development of our object collections we are able to offer a range of opportunities for learning and active participation for all people. Through our displays and exhibitions, education work, events and activities, we are a major cultural provider in the borough of Tamworth.

Page 273

### Purpose / Mission Statement

Tamworth Castle is a unique monument offering an inspiring, entertaining and enjoyable learning experience for all our 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.

## Key Links to Council Vision and Priorities

Our vision is 'One Tamworth, Perfectly Placed' which is made up of evidence-based priorities and our work with other organisations. Our performance is based against these priorities, and the Castle priorities links in with these:

### **1) To Aspire and Prosper in Tamworth: create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business :**

#### **A. Raise the aspiration and attainment levels of young people**

Tamworth Castle provides a wide range of learning opportunities for all ages, within both formal and informal education sectors. We offer a wide range of activities and events targeted at specific sectors e.g. children (nursery to teens), special needs learners, adult groups, special interest groups (ghost searches). In addition we provide workshop sessions at all key stages within the formal education sector. We aim to instil a sense of civic pride and challenge attitudes, thereby helping them to aspire to and attain greater achievements through education and understanding.

#### **B. Create opportunities for business growth**

The services delivered by the Castle promote a positive image of Tamworth, encouraging tourism and attracting visitors to the Borough for both social and business reasons. As the main tourist attraction for the town we strive to provide an excellent service for our visitors, and be a major cultural player within the Heart of England region aiding business growth within Tamworth.

#### **C. Promote private sector growth and create quality employment locally.**

Through our activities and services the Castle offers all people in Tamworth and visitors, the opportunity to learn new skills and find outlets for creativity and self expression. By providing access to the history of the Borough we aim to promote an understanding of the development of society in the past and through time, for Tamworth's population. We provide volunteering opportunities and skill development to promote growth in employment locally and the region

#### **D. Market Tamworth as a great place to 'live life to the full'**

We will continue to work towards improving service delivery and the environment of the Castle, in consultation with users, responding to their needs and offering value for money. The services delivered by the Castle promote a positive image of Tamworth, encouraging tourism and attracting visitors to the Borough for both social and business reasons. As the main tourist attraction for the town we strive to provide an excellent service for our visitors, and be a major cultural player within the Heart of England region

#### **E. Create the physical and technological infrastructure necessary**

The Castle and associated motte are located within a historic park land that is popular with residents and visitors alike. We are committed to ensuring the castle site and setting is presented and maintained as a clean, safe and accessible attraction. We work with partners to ensure the areas our services and facilities meet the needs of all our users to enable them to enjoy their leisure time.

## Key Links to Council Vision and Priorities

**2) To be healthier and safer in Tamworth: Create a safe environment in which local people can reach their full potential and live longer, healthier lives:**

**A. Address the causes of poor health in children and young people.**

**B. Improved the health and well being of older people**

Tamworth Castle provides a wide range of learning opportunities for all ages, within both formal and informal education sectors. We offer a wide range of activities and events targeted at specific sectors including adult groups. We aim to instil a sense of civic pride and challenge attitudes, thereby all people to enjoy local heritage using culture to improve their general well-being

**C. Reduce the harm and wider consequences of alcohol abuse.**

As a licensed premises the Castle adheres to all requirements of the licence and promotes the health, safety and well being of all users of the site.

**D. Tackle crime and anti-social behaviour**

Our range of activities and education workshops help to engage local people in their heritage, focusing on the positive impact the past has had on the town. We aim to instil a sense of civic pride and challenge attitudes, thereby tackling anti-social behaviour through education and understanding, including respecting historic sites.

**E. Develop innovative ways to tackle youth crime and anti-social behaviour**

Our range of activities and education workshops help to engage local people in their heritage, focusing on the positive impact the past has had on the town. We aim to instil a sense of civic pride and challenge attitudes, thereby tackling anti-social behaviour through education and understanding, including respecting historic sites.

**F. Protecting those most vulnerable.**

Tamworth Castle provides a wide range of learning opportunities for all ages, within both formal and informal education sectors. We offer a wide range of activities and events targeted at specific sectors including adult groups. We aim to instil a sense of civic pride and challenge attitudes, thereby all people to enjoy local heritage using culture to improve their general well-being



## Service Drivers

Key Corporate drivers include:

- Corporate Vision and Priorities
- Communities, Planning and Partnerships Service Delivery Plan
- Creative Quarter Plan
- Visit Tamworth Business Plan

Museum Service drivers include:

- Accreditation Scheme operated by The Arts Council
- Mercian Trail Partnership and Staffordshire Hoard Development
- Birmingham Museums Trust and Potteries Museums and Art Gallery partnership ownership of the Staffordshire Hoard
- Visitor Attraction Quality Assurance Scheme operated by the English Tourism Council
- Heritage Education Trust (Sandford Award)
- Great Birmingham, Solihull, and The Black Country LEP – Visitor Economy Strategy

National Performance Indicators:

- BV 170a) - Number of visits to/usages of museums per 1000 population
- BV 170b) - Number of visits to /usages of museums that were in person per 1000 population
- BV 170c) - Number of pupils visiting museums and galleries in organised school groups

Corporate Health Indicators and Local Performance Indicators include:

- BV2 - Equality Standard
- Local - The number of complaints received through the corporate complaints system “Tell Us”
- Local - Income per child from school visits
- Local - Net cost of service per head of population
- Local - Net cost per visitor

## Overview of Service Provision

Tamworth's Heritage Services operates principally within the walls of the Scheduled Ancient Monument that is Tamworth Castle. The area covered by the Scheduled Ancient Monument is outlined in Appendix 1. The Castle is a typical Norman motte and bailey castle and spans over 900 years of history. Within the shell keep are a Medieval Tower and Great Hall, which nestle alongside two ranges of buildings, covering the Tudor and Stuart periods, and Georgian and Victorian periods.

The Castle tells many stories, covering the early origins of the castle from the Norman invasion, as well as details of the wealthy and influential families who lived within its walls and made significant changes to the structure to reflect their needs. Most of the interpretation is done through period room settings, with a mixture of objects and text panels, as well as some multimedia techniques. The focus within the last two years has been a Heritage Lottery Funded Project, focusing on developing the Medieval Stories of the Castle and increasing access. In addition the Castle has been working in partnership with the owners of the Staffordshire Hoard, and works with a small number of other Museums to form the Mercian Trail Partnership. A permanent display of items from the Staffordshire Hoard are exhibited within the Castle alongside the story of Saxon Tamworth. The story of Tamworth also looks at the broader history of the town, and covers the lives of people who lived and worked within the borough. Object displays cover archaeological finds, items relating to the life of Sir Robert Peel, everyday household objects and local industries. The Castle has an active education service offering a range of handling and role play sessions which are delivered on site.

Tamworth Castle offers a number of services to its users, including:

Permanent exhibitions as described above.

Education service catering for the needs of Key stage 1 to 4 students. Workshops covered include:

Foundation Stage: Bryce the Mouse, Guided Tour

Key Stage 1: Old Toys, Meet the Castle Household, Meet the Stuarts, Meet the Victorians, Lady and Squires Academy

Key Stage 2: The Saxons, Tudor Household, Victorian Servant, Home Front

Key Stage 3: Medieval Life, Medieval Soldier, Civil War

Key Stage 4: History Around Us – Archives Workshop, Leisure and Tourism

- A diverse events and activities programme to meet the needs of a variety of audiences, including Santa Trails, storytelling, living history and children's holiday activities and quizzes.
- Guided tours and evening visit packages.
- An enquiry service offering basic identification of objects and some research
- Access by appointment, to object and archive materials not on display
- Lifelong learning opportunities through work with volunteers and work placement students
- Civil Wedding Ceremonies within the Castle's Medieval Great Hall
- Private Hire of the Great Hall for functions and events
- Castle shop and small café.
- A website, as part of Tamworth Borough Council's site

## Resources – Human & Financial

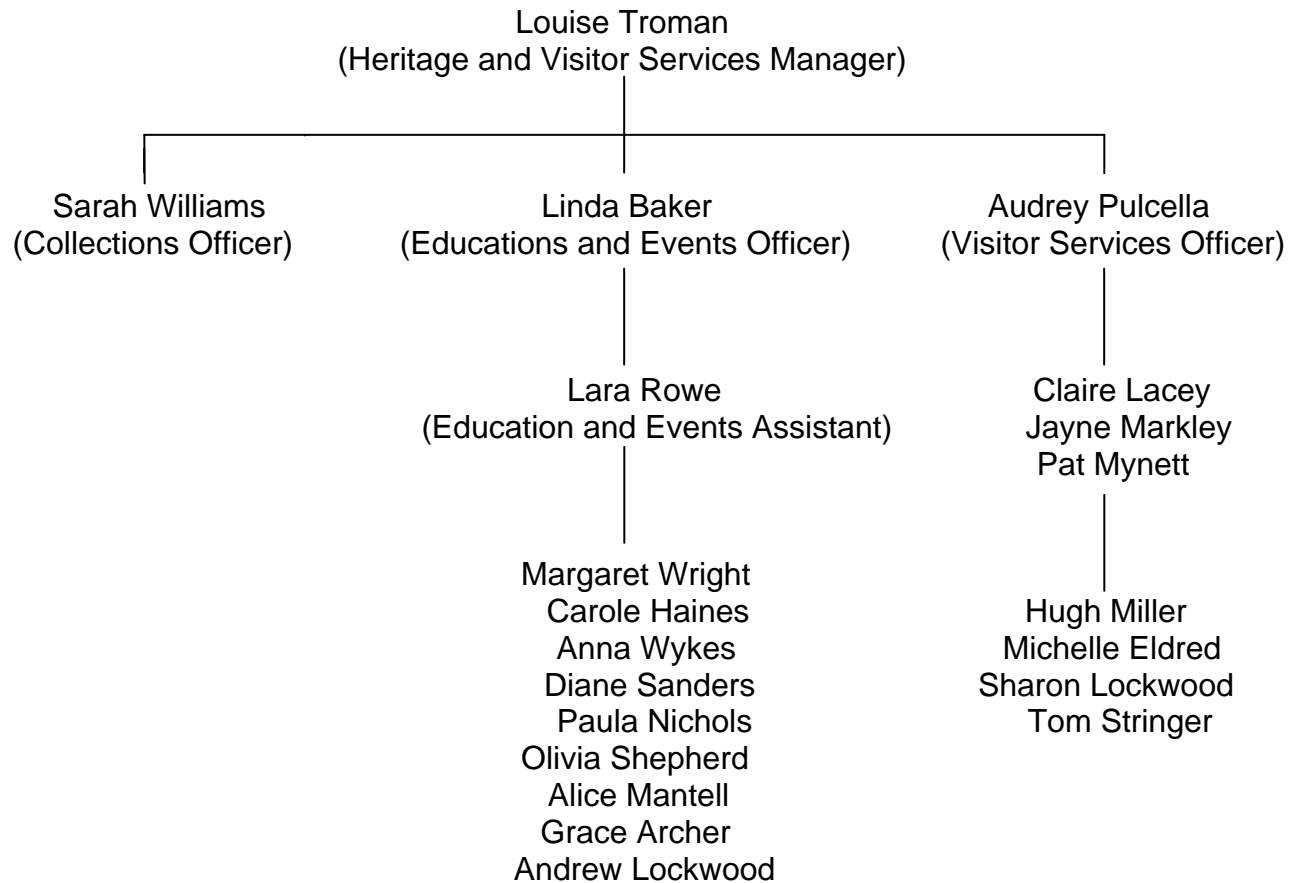
Heritage and Visitor Services Manager: 1 FTE  
Education and Events Officer: 1 FTE  
Collections Officer: 1FTE  
Visitor Services Officer: 1FTE  
Museum Assistant : 1 x 0.7 FTE  
Museum Assistants: 3 x 0.5 FTE  
Education and Events Assistant : 1x 0.8 FTE  
Casual Castle Museum Assistants: 13

Employees Expenses:	£ 229,450.00
Premises Expenses:	£ 111,000.00
Supplies and Services:	£ 65,700.00
Central Support:	£ 93,380.00
<b>Total:</b>	<b><u>£499,530.00</u></b>

Please refer to Spending Plan in Appendix 2.

## Resources – Human & Financial

### Staffing Structure.





## Visitor Figures

### April 2008/March 2009

BV 170a) - Number of visits to/usages of museums – **59,044** (783 per 1000 population)

BV 170b) - Number of visits to /usages of museums that were in person – **29,8843** (396 per 1000 population)

BV 170c) - Number of pupils visiting museums and galleries in organised school groups – **8750**

### April 2009/March 2010

BV 170a) - Number of visits to/usages of museums – **71,739** ( 949 per 1000 population)

BV 170b) - Number of visits to /usages of museums that were in person – **36,820** (487 per 1000 population)

BV 170c) - Number of pupils visiting museums and galleries in organised school groups – **10571**

### April 2010/March 2011

BV 170a) - Number of visits to/usages of museums – **72,613** (958 per 1000 population)

BV 170b) - Number of visits to /usages of museums that were in person – **35,214** (465 per 1000 population)

BV 170c) - Number of pupils visiting museums and galleries in organised school groups - **9640**

### April 2011/March 2012 **Staffs Hoard Touring Exhibition**

BV 170a) - Number of visits to/usages of museums – **95,705** (1264 per 1000 population)

BV 170b) - Number of visits to /usages of museums that were in person – **45,040** ( 595 per 1000 population)

BV 170c) - Number of pupils visiting museums and galleries in organised school groups – **11420**

### April 2012/March 2013 **Closed for HLF Capital Works**

BV 170a) - Number of visits to/usages of museums – **67,286** (885 per 1000 population)

BV 170b) - Number of visits to /usages of museums that were in person – **24,659** (325 per 1000 population)

BV 170c) - Number of pupils visiting museums and galleries in organised school groups – **5310**

### April 2013/March 2014 **Launch of HLF Project**

BV 170a) - Number of visits to/usages of museums – **114,630** (1491 per 1000 population)

BV 170b) - Number of visits to /usages of museums that were in person – **43,037** (560 per 1000 population)

BV 170c) - Number of pupils visiting museums and galleries in organised school groups – **9716**

<b>Strategic Aim 1</b>	<b>To make the histories of Tamworth, it's Castle and it's people, more accessible</b>				
<b>Objective</b>	<b>To develop and present displays relating to the histories of Tamworth</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Action</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Review interpretation policy for Tamworth Castle to light of Conservation Management Plan, HLF project and new interpretation scheme	LT	LB/SW	Policy reviewed and Amended	June 2015	
Complete Phase 2 of the HLF interpretation so all castle displays have been refreshed with new information	LT	TT/LB	All interpretation installed	August 2014	
Develop the use of the hand held sheets within the displays: finish the re-designed ones as part of the second phase HLF work	LT	LB	2 rooms completed with new sheets	June 2016	
Prioritise collections information within the new hand held sheets	SW	LT/LB	2 rooms completed with new sheets	June 2016	
Replace remainder of old room barriers with new	LB	SW	Final rooms completed	March 2015	
Continue with proposals for a new Saxon Tamworth display replacing the Tamworth Story	LT/TH	LB/SW	HLF application developed LEP funding confirmed	March 2015	
Reconsider use of the Guard Room and storage of resources	LB	LT	Storage solutions sourced new interpretation in place	March 2017	
Consider subsequent phases of reinterpretation programme for the Dungeon, Antechamber, Lady's Chamber, Great Hall	LT	LB	Prepare draft proposal for discussion	May 2019	
Consider the development of a multi-use area within the Castle where temporary exhibitions may be hosted e.g. Great Hall or existing shop area	LT	LB/SW/AP Staff	Proposal drafted for consideration	May 2019	

<b>Strategic Aim 1</b>	<b>To make the histories of Tamworth, it's Castle and it's people, more accessible</b>				
<b>Objective</b>	<b>To undertake original research</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Action</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Undertake research for the development of a new visitor guide which reflects the updated displays and new historical presentation post HLF project	LT	LB/SW	Draft guide written and ready to go to print with new branding etc	April 2015 to March 2016	
Consider a children guide or alternative to the main visitor guide which reflects children's interests and activities in the Castle	LB	LT	Draft guide written	April 2017 to March 2018	
Consider ideas for the inclusion of the TIC and gatehouse lodge in any future vision for the redevelopment of the Castle	LT	Staff	Ideas collated into proposal document	May 2019	
Undertake research to aid the development of the Saxon Tamworth gallery to replace the Tamworth Story	TH	LT/LB	Research included in final panel re-design	October 2015	
Research Saxon stories highlighted in Morn Kappa's vision for the Mercian Trail	TH	LT/LB	Researched used in Castle living history	Jan 2015	
Continue research into Townshend's family and impact on Castle fittings	LT		Liaise with Chislehurst history group	Jan 2015	

<b>Strategic Aim 1</b>	<b>To make the histories of Tamworth, it's Castle and it's people, more accessible</b>				
<b>Objective</b>	<b>To consult and undertake evaluations with local people</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Action</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicators</b>	<b>Timescale</b>	<b>Comments</b>
Consult with users, non-users, stakeholders and local community groups to get feedback for the development of the Saxon Tamworth re-display	TH	LT/Staff	Minimum of 2 surveys and 3 meetings with stakeholders	July 2014 to March 2015	
Discuss Saxon plans with Core focus group	TH	LT	Meeting set and carried out	Jan 2015	
Carry out regular exit surveys with users to evaluate our services with particular reference to Castle displays, and assess satisfaction with service delivery	LT	Staff	Annual survey completed	Easter 2015 Summer 2015	Ongoing
Consult with the core user group on existing marketing materials, changes to Castle interpretation and events programme	LR/LB	LT	Meeting set and carried out	June 2015	
Review membership guidelines and free entrance of Friends of Tamworth Castle in light of economic needs	LT		1 meeting organised	Dec 2016	
Carry out non-user survey	LB		1 survey annually	Dec 2015	Ongoing

<b>Strategic Aim 1</b>	<b>To make the histories of Tamworth, it's Castle and it's people, more accessible</b>				
<b>Objective</b>	<b>To review our use of ICT to improve service delivery</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create opportunities for business growth</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Work with Graphics and GDA to develop a new website for Tamworth Castle	LT	GDA Ltd TBC Graphics	Complete review of contents with GDA	Dec 2015	
Castle to change to slim client in line with rest of Council to improve efficiency across the team.	LT	ICT	Finalise where costs will be paid from	Dec 2016	
Develop an on-line calendar for schools bookings	LB/LT	ICT	Calendar available to use	March 2016	
Develop an on-line calendar for Wedding Bookings	LT/AP	ICT	Calendar available to use	March 2016	
Develop low res orientation map for email	LB	ICT	Map available to send	March 2016	
Develop low res worksheets and pre-visit information in email friendly format as part of school bookings	LB	ICT	Resources available to send	March 2016	
Look at portal option for sending documents to schools for bookings	LT	ICT	2 discussions with ICT to develop ideas	March 2017	
Purchase new laptop for collections work	SW	LT	Laptop purchased	March 2015	
Review ways of selling Castle tickets on-line and in-house	LT/GDA	LT	Proposal developed	Dec 2018	

<b>Strategic Aim 1</b>	<b>To make the histories of Tamworth, it's castle and it's people, more accessible</b>				
<b>Objective</b>	<b>To develop our public profile through active marketing and improving relationships with related organisations</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Review Marketing plan in light of GDA suggestions and deliver on action points	LT/LB		Action points completed	Jan 2015 to Dec 2017	
Review facebook and Twitter handling by GDA after 12 months	LT/LB		Meet with GDA to discuss success and way forward	May 2015	
Review Audience Development Plan following end of HLF project and re-prioritise	LT/LB	Staff	New plan developed	March 2015	
Maintain regular meetings Tamworth Place and Town Centre representative discuss audience development and marketing initiatives	LT/SB		Minimum 1 meeting every quarter for first year	June 2015 to June 2016	
Review leaflet distribution and quantities to ensure we are being efficient with resources	LT	GDA	Annual review and discussion of needs	Dec 2015	Ongoing
Engage with FindaBiz to see what eth castle can gain from links with local businesses	LT/SB		Minimum of 1 meeting attended to discuss	Dec 2015	Ongoing
Review and update marketing plan on an annual basis.	LT	LB/GDA	Plan updated	April 2014 to March 2019	Ongoing
Reconsider membership of Destination Marketing Partnership to understand options for marketing	LT/GDA		Create list of priorities	March 2016	
Reconsider hierarchy of marketing needs from local to regional to national and allocate resources according to need	LT/GDA		Review with GDA	March 2016	Ongoing
Improve email capture to enable Castle e-shots for marketing purposes	LT/GDA	RM	Review ipad proposal	Dec 2016	
Complete HLF evaluation and learn lessons from what our audiences liked/disliked and reacted to via surveys. Ensure this feeds into forward planning	LT/LB		Review each surveys and meet to discuss	Jan 2015	
Review marketing budgets and try and free up more money to enhance the marketing offer	LT	GDA	Budgets reassigned	March 2015	Ongoing
Work with Mercian Trail Partnership on the marketing opportunities for the Mercian Trail and the Blue Sail Marketing plan including buy-in	LT	TH	First meeting attended	Jan 2015	Ongoing
Review the Visitor Economy for the Great Birmingham, Solihull and Black Country and seek opportunities to link into this for the Castle and the Staffs Hoard	LT	TH	Draw up list of action points	March 2015	
Continue gathering postcode information and where visitors heard about us to inform our marketing activities. Review this with use of ipads	FoH	LT/LB	Maintain postcode monitoring list	March 2015	Ongoing

<b>Strategic Aim 1</b>	<b>To make the histories of Tamworth, it's Castle and it's people, more accessible</b>				
<b>Objective</b>	<b>To explore opportunities for external funding</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create opportunities for business growth</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Undertake research into additional funding streams that the Castle could apply for on a project by project basis	LT	Staff	Minimum of 1 fund checked annually	April 2014 to March 2019	Ongoing
Maintain dialogue with Friends of Tamworth Castle to fund education projects at the Castle	LB	LT	Minimum of 1 discussion annually	April 2014 to March 2019	Ongoing
Consider discussions with Chamber of commerce and other local businesses to raise profile of the Castle and possible funding opportunities	LT/SB	James Roberts	Minimum of 1 meeting with relevant people to discuss viability	Dec 2016	
Follow up on LEP funding bid for Tamworth Story	LT/TH	RM	Review proposal	Jan 2015	
Participate in Blue Sail marketing plan for Staffs Hoard and engage with funders to lever funds to fulfill the potential future of the Hoard	LT/LB	Staffs Hoard Partnership	1 meeting with senior funders	Dec 2014	
Develop HLF bid for Saxon Hoard display	LT/TH		Bid submitted	Sept 2014 to Jan 2015	

<b>Strategic Aim 2</b>	<b>To collect, document and care for the evidence of the lives of Tamworth people, past and present</b>				
<b>Objective</b>	<b>To produce appropriate policies and procedures to manage our collections effectively</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create the physical and technological infrastructure necessary.</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Deliver Collections Care and Conservation Plan	SW	LT	Complete short term priorities	April 2014 to March 2019	Ongoing
Deliver Backlog Action Plan	SW	LT	Complete short term priorities	April 2014 to March 2019	Ongoing
Review Collections Development Policy every 5 years	SW	LT	Policy reviewed and amended	August 2019	Ongoing
Ensure all procedures within the Collections Care and Conservation Policy and Plan are being adhered to for the benefit of the collections	SW	LT	Quarterly review of performance against action plan	Each quarter 2014 to 2019	Ongoing
Ensure all procedures within the Documentation procedural manual are being adhered to for the benefit of the collections	SW	LT	Quarterly review of performance against plan	Each quarter 2014 to 2019	Ongoing
Review the Conservation Management Plan and consider requirements for the collection, link into Care and Conservation Plan	LT	SW	Draft a list of the main recommendations	Jan 2015	
Deliver training for Cabinet member on Tamworth Castle, it's collections and Service delivery	LT/RM	SW/LB/ME	Training session delivered annually	September 2014 to September 2019	Ongoing
Ensure annual training for all staff on handling of collection items	SW	LB/AP	Training delivered	April 2014 to March 2019	Ongoing
Review Emergency Plan on an annual basis	SW	LT	Deliver minimum 1 training session annually	April 2014 to March 2019	
Embed the role of collections into day to day delivery of visitor services particularly with events	SW	LT	Minimum of 1 training session delivered annually	April 2014 to March 2019	

<b>Strategic Aim 2</b>	<b>To collect, document and care for the evidence of the lives of Tamworth people, past and present</b>				
<b>Objective</b>	<b>To seek to improve environmental conditions at all sites</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create the physical and technological infrastructure necessary</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Maintain Pest Management Programme at Castle and store	SW	Volunteers	Deliver against plan	April 2014 to March 2019	Ongoing
Maintain housekeeping programme at Castle and store	SW/ Museum Assistants	Friends of Tamworth Castle	Maintain a log book as a record of cleaning	April 2014 to March 2019	Ongoing
Maintain environmental monitoring programme at Castle and Store	SW	Volunteers	Maintain records and quarterly report produced	April 2014 to March 2019	Ongoing
Review use of dehumidifiers and heating at Store as part of action plan of improvements	SW	LT	Meeting to discuss findings	Dec 2015	
Review proposal to create micro climates within the store using partition	SW	LT	Proposal with costs developed	Dec 2018	
Review light control and UV control within storage areas	SW	LT	Build into care and conservation plan	Dec 2014	

Page 288

<b>Strategic Aim 2</b>	<b>To collect, document and care for the evidence of the lives of Tamworth people, past and present</b>				
<b>Objective</b>	<b>To maintain and improve standards of documentation</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create the physical and technological infrastructure necessary</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Ensure ongoing compliance with Accreditation requirements for documentation standards	LT	SW	Review service against guidelines every 2 years	Dec 2015	Ongoing
Ensure compliance with Spectrum documentation standard on a day to day basis	SW		Standard to be used for all documentation	April 2014 to March 2019	Ongoing
Deliver Backlog plan as part of a rolling programme	SW		Deliver first priorities	April 2014 to March 2019	Ongoing
Implement use of new MODES XML system as part of the cataloguing procedures for the Backlog Plan	LT/SW		Modes up and running, first items catalogued	March 2019 to March 2020	



<b>Strategic Aim 2</b>	<b>To collect, document and care for the evidence of the lives of Tamworth people, past and present</b>				
<b>Objective</b>	<b>To maintain and improve standards of storage</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create the physical and technological infrastructure necessary</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Ensure object packaging and storage policies are adhered to as part of the Collections Care and Conservation Policy and Plan	SW	Volunteers	Review policy and spot checks	Sept 2009 to Sept 2014	Completed and ongoing
Carry out actions within Care and Conservation Plan	SW	Volunteers	Regular reporting on achievements in plan	Sept 2014 to March 2019	Ongoing
Maintain programme of re-boxing and re-packaging of stored objects and archives	SW	Volunteers	Review against care and conservation plan	July 2017	
Through objects checks develop a programme of woodworm assessment and individual needs of large objects	SW	LT	Update care and conservation plan	March 2019	

<b>Strategic Aim 2</b>	<b>To collect, document and care for the evidence of the lives of Tamworth people, past and present</b>				
<b>Objective</b>	<b>Review status of collections: develop and rationalise where appropriate</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create the physical and technological infrastructure necessary</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Review list of potential disposals from Inventory List	SW	LT	List checked and disposals confirmed	Jan 2015	
Review objects as they are catalogued and identify any potential disposals	SW	LT/Volunteers	Maintain an ongoing list of potential disposals	Dec 2016 to March 2017	Ongoing
Review objects as they are catalogued and identify potential items for the Handling Collection	SW	LT/SW	List of handling items established	Dec 2016 to March 2017	Ongoing
Plan a programme of object disposals and identify groups of objects as part of the Backlog Plan	SW	LT	List of groups of items developed and reviewed regularly	Dec 2016 to March 2017	Completed and ongoing

<b>Strategic Aim 3</b>	<b>To provide a high quality education service, both formal and informal</b>
<b>Objective</b>	<b>To maximise the education potential of the Castle and its collections, ensuring there are opportunities for lifelong learning to meet the needs of all users.</b>
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>

<b>Actions</b>	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
	<b>Lead Officer</b>	<b>Contributor</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Review Education Policy and Action Plan	LT	LB	Policy and plan reviewed	Dec 2014	
Deliver Education Action Plan on an annual basis	LB	Staff	Action points completed	Dec 2014 to March 2019	Ongoing
Review Education delivery in light of the Conservation Management Plan and Evaluation of HLF Project	LT	LB	Discuss plan and finalise area of change/ improvement	March 2015	
Evaluate engagement of family audiences and develop proposals for continued engagement	LT/LB	Staff	Develop a proposal of actions to engage with users	July 2015	
Evaluate engagement of silver market and develop new ideas for continuing their engagement	LT/LB	Staff	Develop a proposal of actions to engage with users	Dec 2014	
Consider opportunities offered for the 10 -14 age bracket and how we might meet these users needs	LT/LB	Staff	Develop a proposal of actions to engage with users	Dec 2016	
Develop resources for use within Castle displays, for both general visitors and school use on a day to day basis	LB	LT	Min 2 resources developed	Dec 2014 to March 2019	Ongoing
Purchase additional armour for Armoury display to ensure ongoing delivery of services	LT	LB	Items purchased	Dec 2014	
Review the use of living history as part of our interpretive offer determining when and how often we can deliver it	LT	LB	Deliver report of findings	Sept 2015	Renew Characters
Review evaluation of the Education services and Events to gather more informative feedback on what users want from education services at the Castle	LT	LB	New evaluation form devised	July 2015	
Ensure a sustainable Education service with succession planning for delivery of workshops and events, ensuring a large pool of staff with flexible skills	LB	Staff	Outline proposal with key actions for sustaining day to day delivery	Dec 2016	
Include educational content in the re-development of the Saxon Tamworth display in the Tamworth Story	LB	LT/TH	Staff to be included in regular meetings for this re-development	Jan 2015	
Review education guide notes and other support materials, post HLF project, for historical accuracy to ensure authenticity and that staff are updated.	LB	LT	Update minimum 2 documents	Sept 2015	
Redevelopment of Children's guide book or equivalent to add extra engagement to visits	LB	LT	Draft guide produced	April 2016 to March 2017	

<b>Strategic Aim 3</b>	<b>To provide a high quality education service, both formal and informal</b>				
<b>Objective</b>	<b>To develop a sustainable and relevant schools programme with a range of resources, that is inclusive and meets the study needs of the National Curriculum and formal learning agenda</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Develop and deliver a range of workshops and learning sessions for schools Foundation to Key Stage 4	LB	Staff	Workshops delivered on a daily basis	April 2014 to March 2019	Ongoing
Review all school workshops in light of changes to the National Curriculum, adapt and change as necessary	LB	Staff	Review each workshop in turn in respect of information on the NC	April 2014 to March 2019	Ongoing
Re-write session plan for Medieval Life and Soldier from a KS3 to a KS2 delivery	LB	LR	Staff already delivering but formal plan to be developed	Sept 2015	
Adapt Saxon workshop to include information on the Staffordshire Hoard and Aethelflaed, Viking invasions and the unification of England	LB	TH/Staff	New workshop outline developed	Sept 2015	
Mini-session plans, guide notes and worksheets to be developed for Tamworth Story and Armoury to enhance school use	LB	LR	Plan and sheets completed	March 2015	
Investigate potential for new workshops based on, Normans, Saxons, festivals an anniversaries, life and times of personalities and local history studies	LB	LR	Undertake research and develop proposals with outline session plan	Nov 2014 to Sept 2015	
Update all school workshop worksheets in light if the changes to the National Curriculum and HFL project changes and re-write where necessary	LB	Staff	Worksheets provided for sessions on an ongoing basis	Nov 2014 to July 2016	
Update school pre-visit information, including electronic version for emailing	LB	Staff	New sheets produced	Nov 2014 to July 2016	
Make contact with school teachers to assess needs of the changing curriculum and how it may affect the development of workshops and supporting material	LB	Staff	Minimum of 1 email and 1 meeting arranged	July 2014 to Nov 2014	
Review workshop evaluation sheets, issue and continue to evaluation of current school sessions to ensure we meet user needs	LB	Staff	Mail out and collate evaluation responses and review on an ongoing basis	July 2015	Ongoing
Continue to promote the education services through the workshop mail-out. Consider shift to email	LB	LT	1 mail out per year with an additional email mail-out	Sept 2014 to July 2015	Ongoing on annual basis
Provide more information on our website to help teachers plan their visits more effectively, include portal to access worksheets and bespoke information or email links or email send out of sheets	LB	LT	Include as part of new website design	Sept 2015	

<b>Strategic Aim 3</b>	<b>To provide a high quality education service, both formal and informal</b>				
<b>Objective</b>	<b>To develop a sustainable and relevant schools programme with a range of resources, that is inclusive and meets the study needs of the National Curriculum and formal learning agenda</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Complete HLF worksheets for teacher led tour in grounds, including website ready format	LR/LB	LT	Sheets updated and printed	July 2015	
Bring all education paperwork into the Castle branding following the HLF project	LT/LB		All materials re-branded	July 2015	
Apply for quality mark LOTC as part of the Castle's ongoing service delivery	LB	LR	Application made in 2015	Oct 2015	
Review Crime and Punishment workshop and decide if we roll this out to schools for Sept 2014 or Sept 2015	LB/LT		Workshop ready to deliver	Sept 2014 to Sept 2015	

<b>Strategic Aim 3</b>	<b>To provide a high quality education service, both formal and informal</b>				
<b>Objective</b>	<b>To deliver an informal programme of events and activities, which is entertaining and enjoyable for a wide range of users.</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributor</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Maintain and deliver an annual events programme	LB	LT	Plan produced and approved by January each year	Jan 2015 to Jan 2016	Ongoing on annual basis
Review new events introduced in 2013/2014 and determine if integrated into new programme	LB	LT	New event programme decided	Nov 2014	
Review Guided walks of the Bailey – is it viable?	LB	LT	Decision taken	Nov 2014	
Review Dragon Hunt - should this become a bookable evening event?	LB	LT	Decision taken	Nov 2014	
Review Banquets and private Banquets – should they continue?	LB	LT	Decision taken	Jan 2016	
Consider balance of events for target audiences, and need for new silver market event	LB	LT	Develop list of options	Jan 2016	
Continue to evaluate all events and activities to ensure we are meeting expectations and responding to customer needs	LB	Staff	Mail out evaluation forms and gather on the spot information at each event	Sept 2014 to March 2019	Ongoing
Continue to deliver living history events as a Summer events, review use at other times, and review themes	LB	LT	Meet to discuss success of events and plan improvements	April 2015 to March 2016	Ongoing

<b>Strategic Aim 3</b>	<b>To provide a high quality education service, both formal and informal</b>				
<b>Objective</b>	<b>To deliver an informal programme of events and activities, which is entertaining and enjoyable for a wide range of users.</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributor</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Utilise replica costume we have more fully in Castle period displays or for events	LB	LT/SW	More replica costume on display	March 2016	
Continue to transfer knowledge from workshops to informal learning in the Castle displays	LB	LT	More additional activities in the displays	March 2017	Ongoing
Develop 2 new quizzes for use within the Castle at event times or during holiday periods	LB	LT	Minimum of 1 new quiz developed	March 2017	
Review new catering developments and what this may mean for delivery of food at the Castle for Banquets and other evening eating events.	LT/LB		1 meeting to discuss ideas and feed into event evaluation	October 2014	

<b>Strategic Aim 3</b>	<b>To provide a high quality education service, both formal and informal</b>				
<b>Objective</b>	<b>To improve physical and intellectual access to the castle and its collections, and encourage learning for all our users</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people; Create opportunities for business growth</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Ensure all interpretation panels and information is of a suitable reading level and in plain clear English.	LB	LR	All information checked before production on an ongoing basis	April 2009 to Mar 2014	Completed and ongoing
Ensure all workshops, tours and sessions are presented in appropriate language and pitched at a level suitable to the needs of the audience	LB	LR	Staff trained in delivery and reviewed regularly on an ongoing basis	April 2009 to Mar 2014	Completed and ongoing
Complete HLF Phase 2 interpretation and advise on educational content of the panels	LB	LT	All panels installed	August 2014	
Work on the development of the hand held sheets to ensure appropriate educational content	LB	LT	2 rooms completed with new sheets	June 2016	

<b>Strategic Aim 4</b>	<b>To ensure that all staff have opportunities for relevant training and have the necessary skills to undertake their work safely, professionally and efficiently</b>				
<b>Objective</b>	<b>To continue to support the development of staff, career progression schemes and continuing professional development</b>				
<i>Link to Corporate Priority</i>	<i>Create opportunities for business growth; Promote private sector growth and create equality employment locally</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributor</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Undertake a Service review to develop a new staffing structure that reflects the needs of service delivery and provides sustainability and succession planning	LT/NM	Staff	Proposals developed and submitted to Cabinet	Dec 2014	
Discuss staffing with outside consultants to ensure we have a the information we need to develop a sustainable staffing structure	LT	NM/ Chris Copp	Meet with Staffs to develop a brief for the consultants	October 2014	
Review Front of House Customer Service and develop a plan of what it looks like and how we are going to improve delivery	LT	LB/Staff	Minimum of 2 meetings with staff to develop proposals	March 2015	
Review team building across all Castle staff and take measures to build the team needed to deliver our services	LT	Staff	Minimum of 4 meetings with staff to develop proposals	April 2014 to March 2016	
Review Staff procedural manual, discuss with staff and update all changes	LT/AP	Staff	Minimum of first 5 procedures reviewed and updated	April 2016 to June 2016	
Implement and maintain a procedural manual for Education and Events Staff including clarification of policies	LB	LT	Manual produced and implemented on an ongoing basis	April 2016 to Mar 2017	Review and re-prioritise
Complete Personal Development Reviews for all members of staff	LT	LB	All PDR's completed on an ongoing basis	April 2014 to Mar 2019	Reviewed at 1 to 1 mtgs
Maintain implementation of Volunteer and Placement Guidelines and review on a regular basis	LB/SW	LT	Guidelines reviewed every 2 years	Mar 2014 to Mar 2019	Completed and ongoing
To continue to offer structured placements for work placement students from local schools, colleges and universities.	LB/SW		Number of volunteers taking up placements	April 2014 to Mar 2019	Completed and ongoing
Maintain membership of Visitor Attraction Quality Assurance Scheme	LT		Assessments on annual basis	April 2014 to Mar 2019	Completed and ongoing
Review participation in Family Friends Museums scheme and Kids in Museums to ensure we are working to these criteria to develop the staff and meet the needs of our key audience	LT/LB	Staff	Get Kids in Museums manifesto and check against	April 2014 to Mar 2019	Ongoing

<b>Strategic Aim 4</b>	<b>To ensure that all staff have opportunities for relevant training and have the necessary skills to undertake their work safely, professionally and efficiently</b>				
<b>Objective</b>	<b>To continuously review the training needs of staff</b>				
<i>Link to Corporate Priority</i>	<i>Create opportunities for business growth; Promote private sector growth and create equality employment locally</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Review and update training plans for job roles, identifying corporate, service area, and individual needs	LT	Staff	Plans updated every 2 years on an ongoing basis	April 2014 to Mar 2019	Ongoing
Ensure all staff have identified areas for training as part of the PDR process	LT	Staff	Training needs identified on an ongoing basis	April 2014 to Mar 2019	Ongoing
Ensure all new starters receive Tamworth Borough Council Induction Training including all health and safety documents and training for the Castle	LT	LB/AP	Role training pack to be developed for staff roles	April 2014 to Mar 2019	Ongoing
Ensure that all staff have undertaken training in health and safety areas relevant to the Castle	LT	Staff	Training completed on ongoing basis	April 2014 to Mar 2019	Ongoing
Ensure all Front of House are trained in SIA procedures and it becomes part of the job description	LT	Staff	Staff trained as required	April 2014 to March 2019	Ongoing
Improve Customer Services training for all front of house, including specialist provider training for a quality delivery	LT	Staff	Contact NT to see what training is out there	April 2015 to Dec 2015	
Provide Haven training, shop training and wedding training for some FoH staff to ensure succession planning	LT	DL (TIC)	Minimum of 2 people trained	Sept 2014 to April 2015	
Maintain regular fire safety training and fire drill for all staff	AP	Staff	Arrange every 6 months	April 2014 to March 2019	Ongoing
Maintain regular First Aid training for all staff	AP	Staff	Arrange refresher and 3 year renewal	April 2014 to March 2019	Ongoing
Keep up to date with changes in the law and that staff are trained to comply with the law (e.g. Premises license, Smoking law etc)	LT	Staff	Staff trained as appropriate on an ongoing basis	April 2009 to Mar 2014	Ongoing
To look at Staff opportunities and seek to develop staff including Duty Manager positions to secure the long term sustainability of the service	LT	RM	Meet with senior manager to discuss	Dec 2014 to Mar 2016	

<b>Strategic Aim 4</b>	<b>To ensure that all staff have opportunities for relevant training and have the necessary skills to undertake their work safely, professionally and efficiently</b>
<b>Objective</b>	<b>To ensure that information is disseminated to all staff on a regular basis</b>
<i>Link to Corporate Priority</i>	<i>Create opportunities for business growth; Promote private sector growth and create equality employment locally</i>

	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Deliver monthly meetings for Museum Assistants to discuss front of house issues	AP	LT	Meeting delivered on ongoing basis	April 2014 to Mar 2019	Ongoing
Deliver regular meetings for Schools Facilitators every 3 months	LB		Meeting delivered on ongoing basis	April 2014 to Mar 2019	Ongoing
Deliver meetings for volunteers at least every 4 months	LB		Meeting delivered on quarterly basis	April 2014 to Mar 2019	Ongoing
Circulate Pin Board to all staff and provide feedback if required.	LT		Information provided and circulated monthly	April 2014 to Mar 2019	Ongoing
Circulate training information on a regular basis to all staff including Arts Council and Staffs Museum Network	LT/LB		Information provided and circulated	April 2014 to Mar 2019	Ongoing
Deliver a Castle AGM vision meeting once a year for all staff	LT	LB/SW/AP	Meeting delivered	April 2014 to April 2019	Ongoing
Deliver more 1 to 1 meetings with Front of House staff to develop team working	LT	Staff	Minimum of 2 meetings delivered	April 2014 to Mar 2019	Ongoing
Continue to send all staff emails on good news stories and developments of the Castle or project work; and send regular emails to all staff about maintenance or delivery issues so everyone has been communicated with.	LT	LB/SW/AP	Minimum 1 all staff email per month on what LT is doing	April 2014 to Mar 2019	Ongoing
Ensure all staff are familiar with spreadsheet logs for building so that all staff contribute to ongoing delivery issues and take responsibility	LT	Staff	Check spreadsheets on regular basis	April 2014 to Mar 2019	Ongoing



<b>Strategic Aim 5</b>	<b>To ensure that the Castle has a sustainable future; being conserved, maintained and presented to the highest standards, offering an excellent quality of service to visitors</b>				
<b>Objective</b>	<b>To improve visitor services and building maintenance at the Castle and related sites</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create the physical and technological infrastructure necessary</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Review Conservation Management Plan and build into ongoing Maintenance Plan	LT		Draft a proposal of changes to be considered	Sept 2015	Ongoing
Undertake an updated Condition Survey of the Castle	LT	Contractor	Condition Survey completed	Dec 2015	
Undertake capital request to seek funds for the condition survey and roof repairs as this will not be covered by existing Castle budgets	LT	RM	Requests completed	Dec 2014	
Ensure day to day repairs are reported on the spreadsheets and progress updated on each task	AP	LT/Staff	Repairs completed on an ongoing basis	April 2014 to Mar 2019	Ongoing
Update all risk assessments for Castle and related sites and review on an annual basis	LT/LB/SW/AP	All Staff	Risk assessments completed and updated on an annual basis	April 2014 to Mar 2019	Ongoing
Offer a high quality reception service for visitors, ensuring all visitors are welcomed to the Castle	AP	FoH Staff	Visitor satisfaction surveys on ongoing basis	April 2014 to Mar 2019	Ongoing
Draft next phase of repairs for the Castle following a new condition survey. Ensure works are prioritized and costed	LT		Draft proposal completed	Dec 2016	
Maintain a Castle Forward Plan that identifies Castle work priorities and complies with Museum Accreditation Scheme	LT	LB/SW/AP	Plan completed and approved	July 2014	
Maintain effective rotas for Museum Assistants and Schools Facilitators to ensure that all services are delivered to the public effectively	LB/AP	Staff	Staff rotas provided monthly on an ongoing basis	April 2014 to Mar 2019	Completed and ongoing
Improve patrol duties within the Castle to implement improved cleanliness around the building	AP	Staff	Daily checks with reports back on where improved cleaning is required with this built into daily workload	July 2014 to Mar 2015	Ongoing
Improve daily supervision of Front of House providing increased support in light of new procedures and duties post HLF project	AP		Daily briefing and more regular contact to ensure staff feel supported	April 2014 to Mar 2019	Ongoing
Maintain Castle spaces as safe, clean, litter-free and pleasant environments for visitors	All Staff	AP	Visitor satisfaction surveys on ongoing basis	April 2014 to Mar 2019	Completed and ongoing
Continue to collate monthly performance indicators as a way of measuring and tracking our performance	AP		Performance indicators completed on an ongoing basis	April 2014 to Mar 2019	Completed and ongoing

<b>Strategic Aim 5</b>	<b>To ensure that the Castle has a sustainable future; being conserved, maintained and presented to the highest standards, offering an excellent quality of service to visitors</b>				
<b>Objective</b>	<b>To improve visitor services and building maintenance at the Castle and related sites</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create the physical and technological infrastructure necessary</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Comments</b>
Monitor visitor numbers effectively and postcode information and aim to increase visitor numbers through improved services	AP	LT/Staff	Maintain spreadsheet of visitor numbers on an ongoing basis	April 2014 to Mar 2019	Completed and ongoing
Review pricing policy on a regular basis ensuring it is realistic and competitive to meet audience needs	LT	LB/AP	Yearly fees and charges produced for approval on an ongoing basis	April 2014 to Mar 2019	Completed and ongoing
Continue to consider discounted prices and incentive deals to suit the changing economic climate and increase visitors	LT	LB/AP	Review on a 6 monthly basis	April 2014 to Mar 2019	Ongoing
Review entrance times and admissions policy to reflect audience needs and ensure we are maximizing visitor numbers where we can	LT	LB/AP	Review on annual basis	April 2014 to Mar 2019	Ongoing
Deliver improved customer services training for Front of House staff	AP		Deliver first training session	Dec 2015	Ongoing
Ensure all new procedures (Glass barriers, visitor management and locking up new gates are written up and embedded with staff	AP		First procedures written up	Dec 2014	Ongoing
Deliver new procedural manuals for staff	AP/LB		Manual completed	Mar 2017	

<b>Strategic Aim 5</b>	<b>To ensure that the Castle has a sustainable future; being conserved, maintained and presented to the highest standards, offering an excellent quality of service to visitors</b>				
<b>Objective</b>	<b>To provide a high quality Wedding Service, shop and café outlet within the Castle</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Create opportunities for business growth</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Completed</b>
Review maintenance of wedding chairs and implement ongoing plan for repairs	AP		Chairs refurbished regularly on an ongoing basis	April 2014 to Mar 2019	Completed and ongoing
Develop new Wedding pack for Civil partnerships and ensure information is correct on website	AP		Draft pack produced	Mar 2015	
Maintain license for Castle as a premises for Civil Ceremonies	AP		Ensure license is renewed every 3 years on an ongoing basis	April 2014 to Mar 2019	Completed and ongoing
Maintain regular cleaning of porch roofs for wedding ceremonies	AP		Staff to clean once a week	April 2014 to Mar 2019	Ongoing
Review advertising of Castle in Wedding publications and seek new publications to showcase the Castle	AP	LT/GDA	Minimum of 1 new publication advert each year	April 2015	Completed and ongoing
Review wedding pack on an annual basis	AP		Review and update every 2 years	April 2014 to Mar 2019	Completed and ongoing
Review wedding bookings and seek to increase bookings and income with incentives and priority event status within Castle	AP/LB	LT	Draft list of considerations to improve income	Dec 2014 to Dec 2016	
Train more staff in the wedding procedures to ensure sustainability of the service	AP/LT		2 Staff trained	Dec 2015	
Provide external wedding banner for railings to promote our service	AP	GDA/LT	Banner produced and installed	Jan 2015	
Continue to ensure that Staff are delivering necessary procedures for the smooth running of the shop	AP		1 to 1 monthly meeting to discuss progress	April 2014 to Mar 2019	Completed and ongoing
Train more staff on the shop stock system on Haven and shop delivery in general to ensure sustainability of the service	AP	DL (TIC)	Minimum of 2 staff trained up	Mar 2015	
Review general stock lines on an annual basis with a view to introducing at least one new line each year.	AP	JM/CL	Stock reviewed new stock introduced on an ongoing basis	April 2014 to Mar 2019	Completed and ongoing
Ensure pricing of goods is competitive and attractive to visitors by reviewing on a regular basis	AP	LT	Regular meetings to discuss	April 2014 to Mar 2019	Completed and ongoing
Ensure Haven back office is transferred to Castle so we have a minimum of 2 staff who can use the system with confidence	LT	AP/LB	New licenses swapped over	Dec 2014	
Review shop cabinets and lighting and seek to update	AP	Staff	List of options drafted	Dec 2017	
Seek to provide new flooring for shop and café area	LT	AP	New flooring fitted	Dec 2015	
Consider reorganisation of the café and shop as part of the future vision of the Castle	LT	Staff	Draft proposal for discussion	2017 +	

<b>Strategic Aim 5</b>	<b>To ensure that the Castle has a sustainable future; being conserved, maintained and presented to the highest standards, offering an excellent quality of service to visitors</b>				
<b>Objective</b>	<b>To consult with users on their views, and to be especially aware of the differing needs of a wide range of users</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Completed</b>
Implement updated Audience development plan to improve service delivery	LT	LB/AP	Plan implemented	April 2014 to Mar 2019	Ongoing
Ensure the Castle events programme uses a language and presentation style that pitched to the needs of the audience, to ensure the information delivered is understandable and interesting.	LB		Review delivery of events on a regular basis	April 2014 to Mar 2019	Ongoing
Review access audit every 2 years	LT	AP	Audit reviewed	April 2014 to Mar 2019	Ongoing
Continue to review Castle opening hours and admissions policy to ensure we meet the changing needs of our audiences and where demand for opening is high	LT	LB/AP	Review on an ongoing basis	April 2014 to Mar 2019	Ongoing
Consider availability of Castle information in different formats, in line with our users needs	LT	LB	Draft proposals for discussion	Dec 2018	
Continue with consultation programme and core focus group evaluation of ongoing service delivery	LR	LT/LB	Surveys/ meetings/discussion groups delivered	Sept 2014 to Sept 2016	Ongoing
Continue to Deliver Easter, Summer and Non-users surveys on annual basis.	LT	All Staff	Surveys delivered	April 2014 to Mar 2019	Ongoing

<b>Strategic Aim 5</b>	<b>To ensure that the Castle has a sustainable future; being conserved, maintained and presented to the highest standards, offering an excellent quality of service to visitors</b>				
<b>Objective</b>	<b>To continue to develop good working relationships with our support organisations and contractors (e.g. assets, grounds maintenance)</b>				
<i>Link to Corporate Priority</i>	<i>Market Tamworth as a great place to 'live life to the full'; Raise the aspiration and attainment levels of young people</i>				
	<b>ACCOUNTABILITY</b>		<b>MEASURING PERFORMANCE</b>		
<b>Actions</b>	<b>Lead Officer</b>	<b>Contributors</b>	<b>Performance Indicator</b>	<b>Timescale</b>	<b>Completed</b>
Continue to represent the Castle on the Friends of Tamworth Castle committee and work to improve the Castle site	LT	Friends of Tamworth Castle	Attend monthly meetings and give report on ongoing basis	April 2014 to Mar 2019	Ongoing
Work in partnership with the Friends of Tamworth Castle to deliver annual Halloween event and updated Candlelight event	LT	Friends of Tamworth Castle	Event takes place on annual basis	April 2014 to Mar 2019	Ongoing
Maintain working relationship with the English Heritage Regional Inspector of Monuments	LT		Meet prior to all SMC Maintain contact at least every quarter	April 2014 to Mar 2019	Ongoing
Build up list of suitable contractors to undertake repair work to the level required for such a historic building as the Castle	LT		List collated on an ongoing basis	April 2009 to Mar 2014	Ongoing
Maintain working relationship with Conservation Architect, Fred Gibson	LT		Minimum of 2 site visits per year	April 2014 to Mar 2019	Ongoing
Maintain working relationship with Structural Engineer, Steve Mason	LT		Minimum of 1 site visit per year	April 2014 to Mar 2019	Ongoing
Maintain the Castle as a safe, clean, litter free and pleasant environment for all visitors through ongoing maintenance in liaison with Assets department	LT		Minimum of 2 site visits per year	April 2014 to Mar 2019	Ongoing
Liaise with Street Scene to improve regular litter picking and weeding/vegetation clearance on the motte, Castle entrance slope, the terrace walk and courtyard.	LT		Minimum of 2 discussions per year	April 2014 to Mar 2019	Ongoing
Liaise with Councils Health and Safety Representative to ensure safe working practices at the Castle	LT	AP/LB/SW	Minimum of 2 site visits per year	April 2014 to Mar 2019	Ongoing
Maintain good working relationship with local Fire Brigade and Fire Safety Officer	SW		Annual meeting and site visit	April 2014 to Mar 2019	Ongoing

This page is intentionally left blank