

Equality Impact Assessment (EIA) Tool

Document Control

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If this is a budget EIA please ensure the title and budget booklet code is the same as the title used within the budget booklet	
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Glossary of Terms

Term	Description
Visitors	Any individual attending a museum site in person
Audiences	Individual users – in person or online
NCT	Former Nottingham Castle Trust – now in liquidation
ACE	Arts Council England
NLHF	National Lottery Heritage Fund [formerly the Heritage Lottery Fund and often still referred to by that name within the sector]
BAME	Black Asian and Minority Ethnic population [used for comparison to non-white population]
LGBTQ	Lesbian, Gay, Bisexual Transgender or Questioning
NCC	Nottingham City Council

Section 1 – Equality Impact (NCC staff/ Service users/ Citizen/ Community impact)

1. a. Brief description of proposal/ policy/ service to be assessed

Nottingham Castle was originally founded in 1068 by William the Conqueror following the Battle of Hastings and served as a royal fortress, for approximately 600 years, until it was destroyed following the Civil War and rebuilt as a fine Palladian style palace by the Duke of Newcastle in the late 17th Century. It served as a Ducal residence until it was burned down by an angry mob in 1831, in protest about the failure of the proposed Reform Bill to extend a limited voting franchise during the city’s ‘Reform Bill’ riots.

It remained a ruin until 1878 until the site was acquired by the Corporation of Nottingham (now Nottingham City Council) to transform the Ducal Palace into becoming the Nottingham Castle Museum. Its purpose being to become a “Temple of Peace and Beauty” to inspire and educate the local population and the art school to experience the best of world collections for their “inspiration and wellbeing”. For over 140 years It was operated directly by the established Museum Service until 2018, when the site was closed for a major £31 million transformation and conservation work.

In June 2021 Nottingham Castle re-opened, managed via a concession agreement, by a newly formed independent 'Nottingham Castle Trust'. In November 2022, following a range of internal and external issues coupled with underperformance of its business plan, the Nottingham Castle Trust placed itself into voluntary liquidation.

Following the collapse of the Nottingham Castle Trust, Nottingham City Council took back the site and the collections housed within the Castle Museum site. To expediate a re-opening of the site and help safeguard investment made by National Lottery Heritage Fund (NLHF), a business plan has been approved by a delegated Project Board for Nottingham Museum Service to recommence operating the site 'in-house' and the formal processes to complete that task are now underway. The Museum Service had lost approximately one third of its staff complement when the Castle closed for refurbishment in 2018 and so there will be a need to recruit staff to reintegrate systems and operational practice back within the City Council Museum Service property portfolio which already includes the management of, Wollaton Hall and Deer Park, Newstead Abbey and through working in partnership with other external partners and Trusts, the management of a number of the City Councils smaller museum and heritage sites including Nottingham Industrial Museum and Greens Windmill.

The Castle has been closed to the public since the former Trust declared voluntary liquidation on the 21st November and all its staff subsequently dismissed without notice. Although the staff of the Trust were not employees of the City Council, some support was able to be offered corporately to assist with securing alternative employment and details of opportunities within the local cultural sector were collated and passed through to Trust representatives to disseminate to those affected. The Museum Service Team has, over the last few weeks, moved swiftly to engage with the liquidators appointed to secure the site and secured the site and its collections, along with all necessary assets to operate the site.. Drawing upon the team's skills and vast site management experience they have brought together a detailed business plan and staff schedule necessary for reopening the castle to the public.

1. b. Information used to analyse the equalities implications

The equalities implications of the decision falls within two obvious areas for the proposal – staffing and visitor services.

Staff/Existing Employees

The Service management have the necessary experience and expertise to integrate the Castle site back into the Service operational and curatorial structure but will require recruitment to a number of posts to provide the capacity required. This will be supported with dedicated HR assistance. The Museum Service will reintroduce a management structure that follows existing gradings, seasonal adjusted contracts and job descriptions that are already written and for which job evaluation has been completed. These are currently operated across Wollaton Hall and Newstead Abbey sites and for cross site teams also.

Recruitment will take place within the established equalities policies and procedures of the City Council, using the Safer Recruitment approach. It will also benefit from recent experience of the recruitment process during the “Curating for Change” programme, designed to prevent barriers to recruitment for those with disabilities. This has included better descriptions of roles within advertising, avoidance of corporate jargonistic terms and the supply of questions in advance to candidates for defined roles to ensure a free flow conversation with candidates to minimise anxiety. This has proved particularly effective in career start roles and has been emulated by other partners within the sector, following the experience of the national “Curating for Change”, programme. The proposals have been developed with HR support and consultation with Trades Unions has taken place.

Visitors/Audiences

Extensive audience testing of visitor and non-visitor perceptions had been undertaken before and during the development of the Castle site prior to its opening in 2020. In addition, extensive testing of physical and intellectual accessibility had been undertaken through modelling, consultation and pilot testing. Which informed the design and layout of the permanent exhibition galleries. This work was supported by funding from NHLF and other funding partners.

The key target markets for Nottingham Castle (as identified though previous experience and current activity plan activities) are:

Core audiences

Families with children

Independent adults (including art lovers)

Special interest groups

Primary School students (Key Stage 1 and 2)

Tourists/visitors to the city (Day visitors and staying visitors, domestic and international)

New audiences

Low income families

Local people experiencing disadvantage

Secondary students (Key Stage 3 and 4)

Further Education students

Plus cross-cutting audiences:

People with disabilities

BAME communities

LGBTQ

In addition to servicing the needs of local people through education and learning programmes, the Castle does also offer huge appeal for tourists and day visitors to Nottingham and to the coach and travel trade markets, which are now only just starting to slowly recover following COVID.

Analysis is currently taking place of the accumulated customer comments cards completed by site visitors during the period of NCT management and also drawing on the experience of Museum Service staff who had been seconded temporarily to NCT. In addition, retrieval of consultation undertaken by NCT regarding the site in use and any recommendations offered will be sought and analysed for further potential insight, once the data processing of these is complete. EIA will evolve to reflect any relevant trends perceived.

1. c. Who will be affected and how?

Impact type (NCC staff/ Service users/ Citizens/ Community)	Equality group/ individual	Positive X	Negative X	None X	Reasons for your assessment (Including evidence)	Details of mitigation/ actions taken to advance equality	Details of any arrangements for future monitoring of equality impact (Including any action plans)
Visitors and audiences	People from different ethnic groups	X			Proposed programmes based on tested models of consultation, engagement and experience in operation formerly and at museum sites	Participation and evidence based monitoring through ACE <i>Let's Create</i> equalities approach to creative endeavour in arts and museums	<p><i>ACE Audience Finder</i> visitor analysis tool [monitoring and tracking with other sites]</p> <p>Benchmarking with other museum providers, where possible</p> <p>Trip Advisor comment</p> <p>Social media tracking</p> <p>Direct engagement</p>

							Consultation with users in development of programmes by staff following appointment
Visitors and audiences	Men	X			Proposed programmes based on tested models of consultation, engagement and experience in operation formerly and at museum sites	As above	As above
Visitors and audiences	Women	X			Proposed programmes based on tested models of consultation, engagement and experience in operation formerly and at museum sites	As above	As above

<p>Visitors and audiences</p>	<p>Trans</p>	<p>X</p>			<p>Programmes of engagement to be developed through exhibitions and associated activity programme to consider issues of identity in artforms</p>	<p>As above</p>	<p>As above</p>
<p>Visitors and audiences</p> <p>Potential applicants for posts</p>	<p>Disabled people/ carers</p>	<p>X</p>			<p>Proposed programmes based on tested models of consultation, engagement and experience in operation formerly and at museum sites</p>	<p>As above</p> <p>Recruitment practice for identified roles will benefit from approach</p>	<p>As above</p> <p>High calibre accessibility including Changing Places toilet facility, etc.</p> <p>Modified interview practice</p>

						pioneered within Curating for Change programme participation 2021-22 and subsequent career entry roles	
Visitors and audiences	Pregnancy and maternity	X			Proposed programmes based on tested models of consultation, engagement and experience in operation formerly and at museum sites	As above	Baby change and rest room available on site for nursing mothers
Visitors and audiences	Marriage/Civil Partnership	X			Good operational model in	As above	Wedding licence to be available

					existence at Museum sites		
Visitors and audiences	People of different faiths/ beliefs and those with none	X			Programmes of engagement to be developed through exhibitions and associated activity programme to consider issues of identity and representation	As above	Interpretation and associated activity programme will use collections to explore issues of identity
Visitors and audiences	Lesbian/ Gay/ Bisexual people	X			Programmes of engagement to be developed through exhibitions and associated activity programme to consider issues of identity and representation	As above	As above Interpretation and associated activity programme will use collections to explore issues of belief

Visitors and audiences	Older	X			Proposed programmes based on tested models of consultation, engagement and experience in operation formerly and at museum sites	As above	Accessibility needs addressed on site Activity programme will have broad range for engagement
Visitors and audiences	Younger	X			Proposed programmes based on tested models of consultation, engagement and experience in operation formerly and at museum sites	As above	Learning and family-oriented activities Family friendly pricing
Visitors and audiences	Other (e.g. looked after children, cohesion/ good relations, vulnerable children/ adults), <u>socio-economic background</u> .	X			Proposed programmes based on tested models of consultation, engagement	As above	Pricing structure for ticketing to mitigate annual cost

	<i>Please underline the group(s) /issue more adversely affected or which benefits.</i>				and experience in operation formerly and at museum sites		“Free admission day” visits for local audiences
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1. d. Summary of any other potential impact (including cumulative impact/ human rights implications):

The reopening of the Castle will benefit local citizens and businesses by ensuring that this key attraction can continue to fulfil its role at the heart of the tourist infrastructure and economy of the city.

In addition, it will serve as a centre for learning, inspiration and enjoyment as formerly and as proposed with the renovation project. This EIA will be a dynamic document, updated to reflect additional relevant customer analysis data, data derived from consultations and also future practice, which have a bearing on its aims.

Section 2 – Equality outcome

Please include summary of the actions identified to reduce disproportionate negative impact, advance equality of opportunity and foster good relations. Please pull out all of the mitigations you have identified and summarise them in this action plan

Equality Outcome	Adjustments to proposal and/or mitigating SMART actions	Lead Officer	Date for Review/ Completion	Update/ complete
Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010.	Ensure recruitment conducted under NCC policies and procedures for Safer Recruitment, incorporating learning from other programmes which aim to combat unconscious bias	Rachel James/ Ron Inglis	February 2023	
Advance equality of opportunity between those who share a protected characteristic and those who don't	As above	Ron Inglis	February 2023	

Foster good relations between those who share a protected characteristic and those who don't	Activity programme established, including an exhibition policy and programme	Ron Inglis	February 2023	
(Please add other equality outcomes as required – e.g. mitigate adverse impact identified for people with a disability)	Visitor and user comment analysis of NCT operation undertaken [online and site-based comment]	Rachel James/ Ron Inglis	January 2023	

Please note: All actions will need to be uploaded onto Pentana

Section 3 – Approval and publishing

<p>The assessment must be approved by the manager responsible for the service /proposal. Approving Manager details (name, role, contact details):</p> <p>Nigel Hawkins Head of Culture & Libraries Nigel.hawkins@nottinghamcity.gov.uk</p>	<p>Date sent for advice:</p> <p>21st December 2022</p>
<p>Approving Manager Signature:</p> 	<p>Date of final approval:</p> <p>05/01/2023</p>

For further information and guidance, please visit the [Equality Impact Assessment Intranet Pages](#)
Alternatively, you can contact the Equality and Employability Team by telephone on 0115 876 2747

Send document or link for advice and/ or publishing to: edi@nottinghamcity.gov.uk

PLEASE NOTE: FINAL VERSION MUST BE SENT TO EQUALITIES OTHERWISE RECORDS WILL REMAIN INCOMPLETE.