

Nottingham Castle

Scrutiny committee

June '23 to December 23



It's first six months, following its re-opening



Key Timeline

30th November 2022 – Site Closed when Nottingham Castle Trust commenced insolvency processes.

December 2022 – Interim options appraisal took place to consider operating model, pending a wider Delivery Model Assessment on the future management for the Museum & Galleries Service (including Nottingham Castle).

January 2023 – New Business Plan produced integrating the Castle back within the Museum & Gallery Service.

February 2023 – Testing of proposals and funder stakeholder engagement.

21st March 2023 – Executive Board Approval given re-open Nottingham Castle.

April – May 2023 – Recruitment, Recommissioning of site and test events held.

26th June 2023 – Site reopened to the Public

Development of Business Plans and the key issues and risks we identified that we felt needed to be addressed (Business Plan)

- Feedback forms left by visitors during the period of operation by the former Trust, and subsequent consultations, had identified accessibility issues with the designed installation affecting the visitor experience and resulting in negative feedback – the art gallery labels were renumbered for greater clarity, large print and braille information was produced for all permanent galleries, additional artworks from the collection were introduced, along with greater digital access via Bloomberg Connects app.
- University collaboration at the castle had been impacted adversely with the failure of the former Trust. Relationships and partnerships have been reaffirmed and strengthened with both universities through Museum Service team relationships
- Re-engagement with schools had reduced under the Trust and ceased after the liquidation. Two teachers' twilight meetings were organised prior to reopening, to build awareness and consult on content for future schools sessions and resources.
- Recruitment and procurement delays could have affected the opening and smooth reintegration of the Castle within the City Council portfolio. All obstacles were overcome and the processes were completed sufficiently to allow the smooth transition necessary.
- Brewhouse Yard Cottages not open. The refinement and completion of new displays and interpretation in Brewhouse Yard cottages was similarly completed speedily to allow inclusion at opening.

Concepts and Key Messages

1. **Open to All** – be seen as a place accessible to everyone to discover & engage in Nottingham Castle's 1000 years of history
2. **Programme & Offer** - in clear themes e.g. Talks, Tours, Trails, Exhibitions & Events
3. **Simple Pricing** – “Pay once come all year round”
4. **Belonging** - A place to be a part of, to enjoy & make memories
→ whether as a visitor, a team member, a third party partnership or a volunteer
5. **Repair the Reputation** – that Nottingham Castle offers great value as place to visit.

Visitor figures

Reached **147,174 visitors**

Up and until 31st December 2023



This **success** is thanks to everyone involved, including:

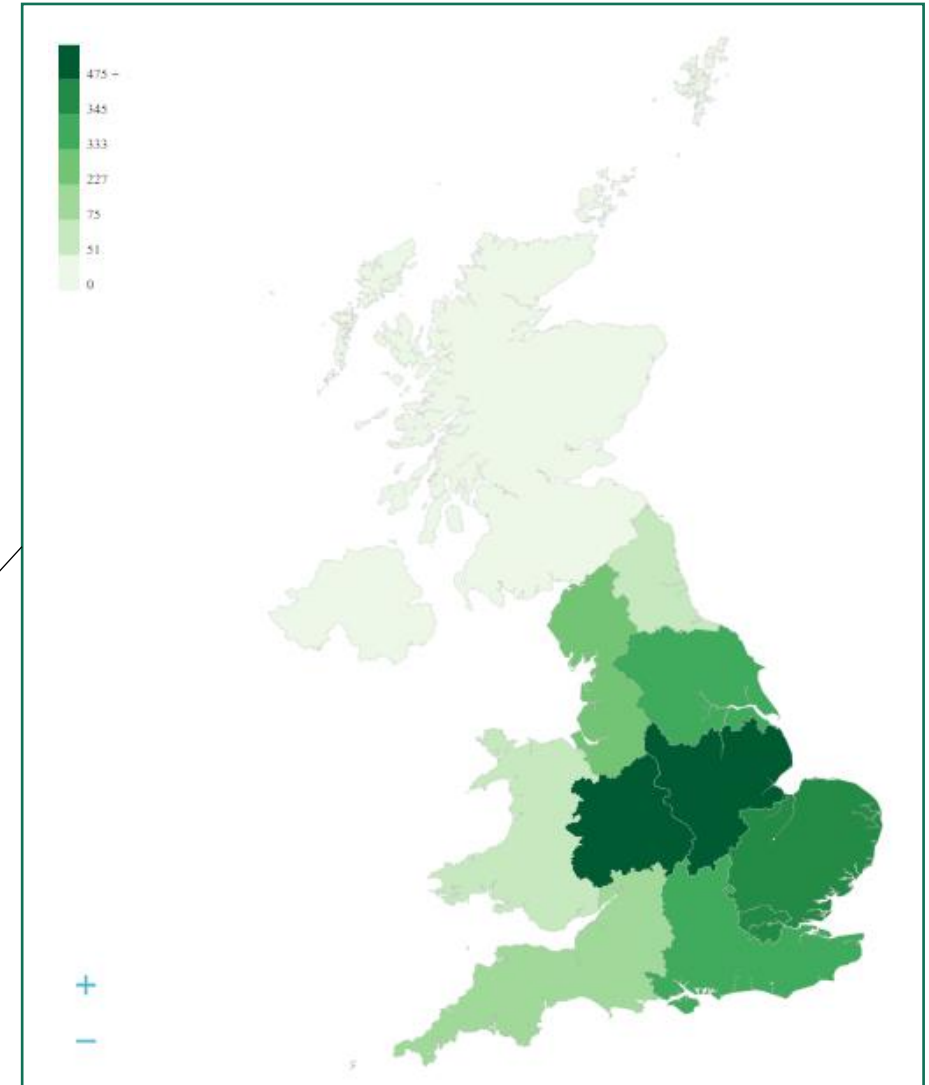
→ Visitors, team members, volunteers & the community!

Audiences

- Local success

- Based on **admissions data**, and analysing location based on postcode
- 50 %** are located within Nottingham / Nottinghamshire
- The majority are based in the **East Midlands**
- Visitors from further afield often make a drive time of **over 1 hour**.

Boundary	Overall %
Nottinghamshire	51.19 %
Derbyshire	10.22 %
Leicestershire	6.85 %
Lincolnshire	2.20 %
Staffordshire	1.57 %
Birmingham	1.38 %
Sheffield	1.11 %
Wider areas	25.48 %

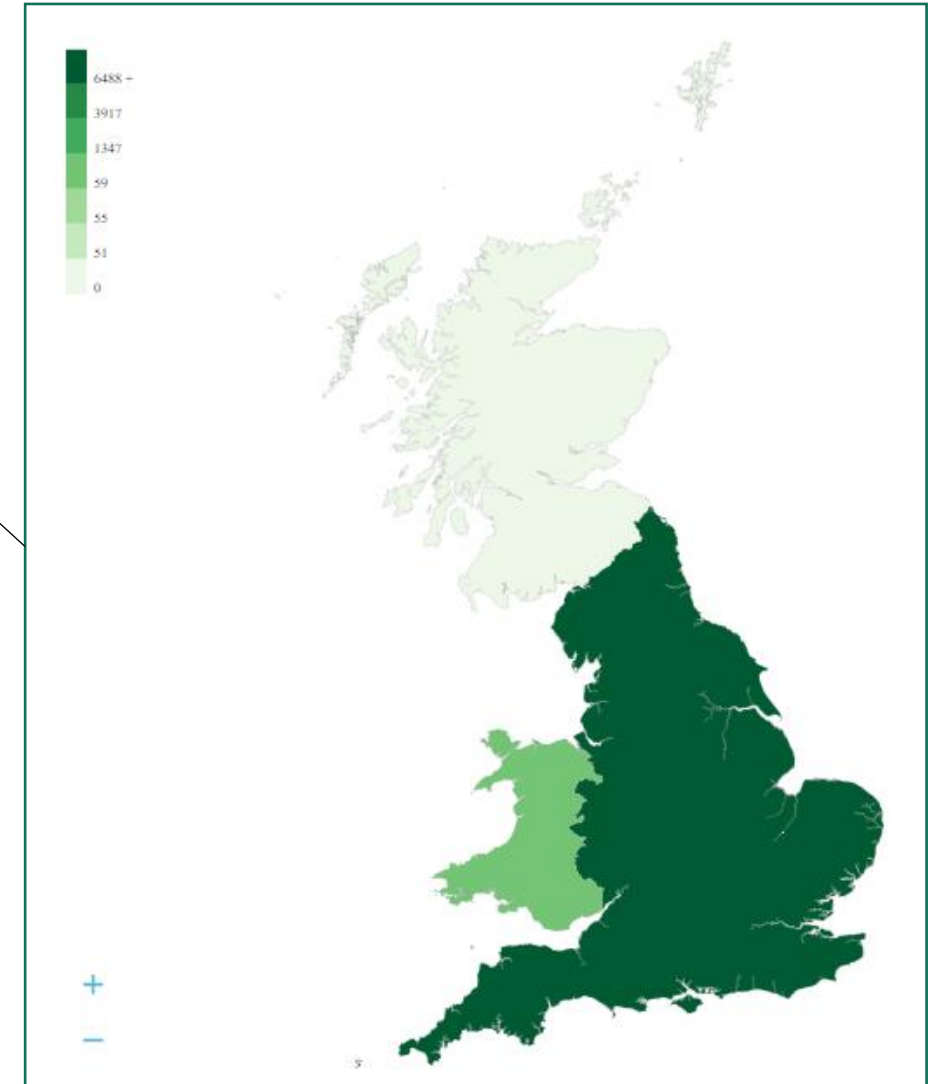


Audiences



- Based on admissions data **admissions data**, and analysing location based on postcode
- Over 71.92 % are within the East Midlands

Boundary	Overall %
East Midlands	71.92%
West Midlands	6.21%
Eastern	4.39%
London	3.77%
Yorkshire and The Humber	3.63%
South East	3.63%
North West	2.75%
South West	1.73%
Wales	0.66%
North East	0.59%



Pricing approach implemented

- **'Pay once, visit all year round'**
 - £12 Adult
 - Kids Go Free (15 years & under, up to 3 children per paid adult)
- **Schools & Groups**
 - £5 per person
- **Low cost £1** – community days
- **Simple, easily understood & great value**

Finally got round to visiting since the re-pricing, it is definitely worth it if you're in the area and I'm looking forward to going back!

I think the information boards in the grounds set the historic scene well, and its certainly value for money.

There is plenty for both adults and children, especially if the weather is good.

Really helpful staff - looking forward to my next visit.'

TripAdvisor visitor feedback : 15th August 2023

General Admissions:

- The aims of the **'Pay once, visit all year round'**

- To encourage repeat visitors
- To promote great value for money
- To make accessible to everyone
- To be competitive in the market place

- The aims of the **'Schools & Groups' pricing**

- To ensure minimal barrier to entry for learning & education sector
- To encourage **future generations** into the Heritage industry, via **study > volunteering & workplace**



Low cost £1 community events:

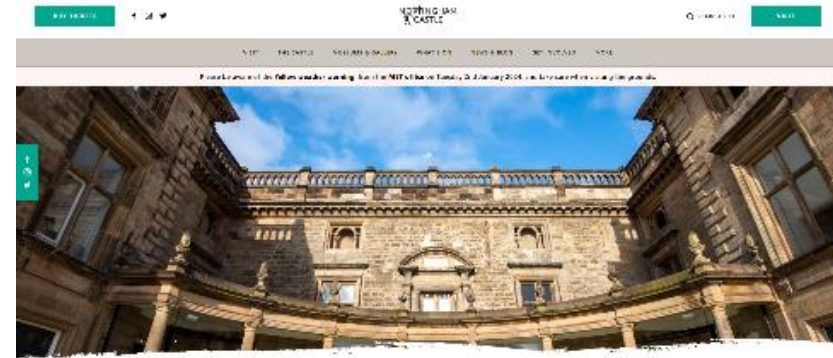
- Low cost – community days to make the Castle more accessible to families
 - £1 per person – **1,000 – 5,000 visitor attendance per event**
 - **8 x events run to date** (Medieval Day, Coronation, Eurovision, Halloween & Christmas Market, Opening Day, Heritage Day, Exhibition Preview)
 - Total attendance: **30,000 +**
 - Low cost £1 events make up **20% of overall visitor figures**



Website

Performance

- Launched ***NEW*** Nottingham Castle website **May 2023**
- Successfully generated **172,000 users**
- Sharing key messaging to visitors daily about:
 - Visiting Nottingham Castle
 - Museums core offer (Galleries, Robin Hood Adventures)
 - Exhibitions programme
 - Events & activities
 - Learning & Education, and Groups
 - Accessibility
 - Volunteering opportunities



Website Audience

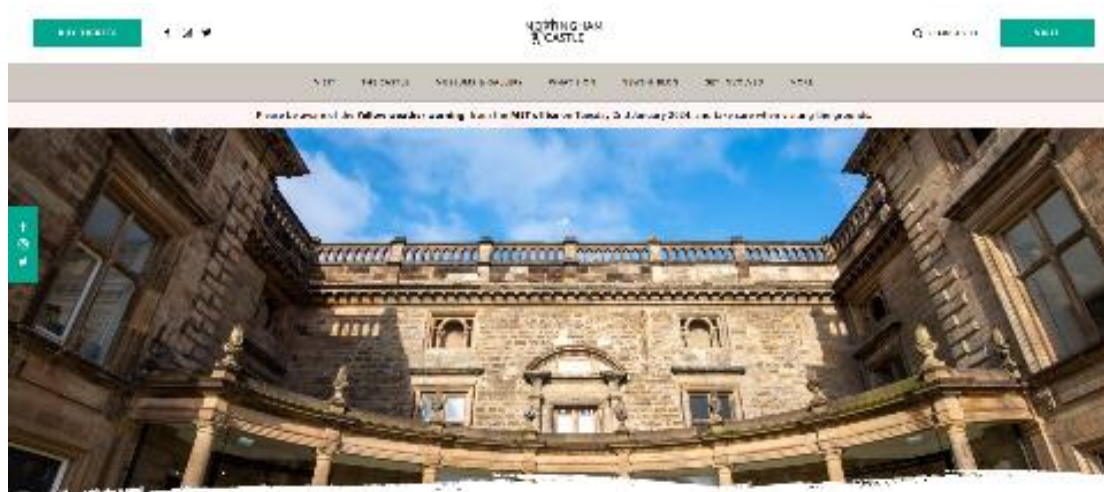


- **Digital users to the website are 172,145**
- Based on these digital users to the website:
 - **91 %** are located in the UK
 - **9 %** are International

Country	Users
	172,145 100% of total
1 United Kingdom	157,857
2 United States	4,195
3 Australia	927
4 Germany	876
5 Netherlands	812
6 France	787
7 Ireland	587
8 Italy	565
9 Canada	550
10 Spain	489

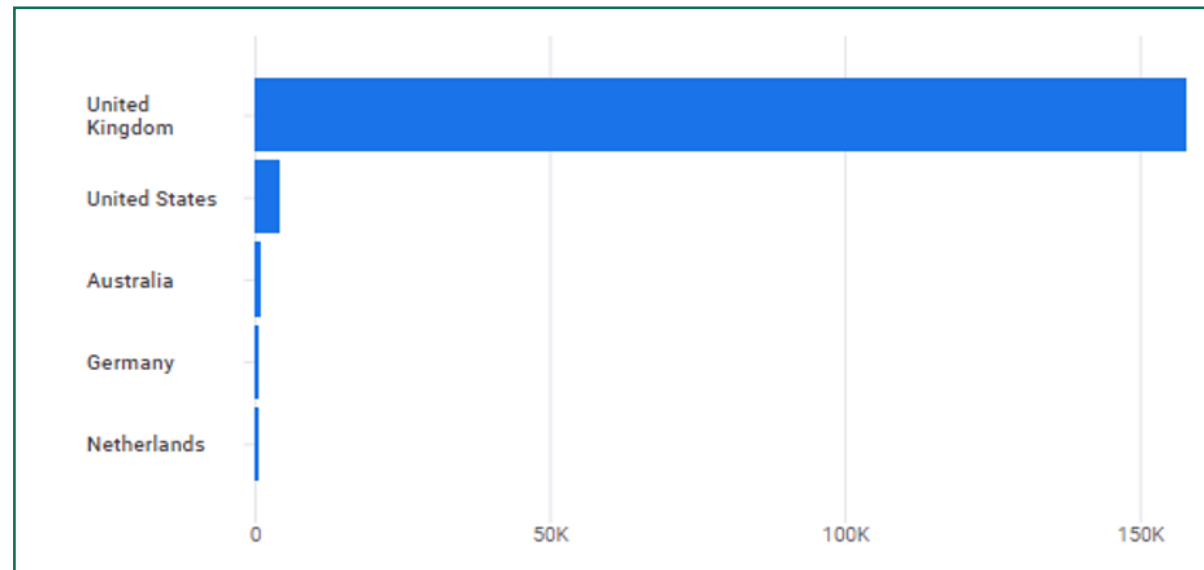
Note: Website launched May 2023.

Not all digital users are visitors onsite. Some will buy tickets online to visit, but many are researching a potential future visit



Website Audiences

- Based on digital audiences on the website data
 - 93.5 % are within the UK
 - 6.5 % are International



Social Media

Facebook



- **15,000 +** Likes & Followers, which is an increase **160%** (2,500 +) increase
- **50,000 +** visits on posts, an increase in **50%**
- **610,000 +** reach of posts, an increase in **30%**

- All of these **increases** highlight a successful transition since reopening.

The screenshot shows the Facebook profile for Nottingham Castle. At the top is the 'facebook' logo. Below it is a cover photo of a stone archway with the Nottingham Castle logo overlaid. The profile name is 'Nottingham Castle' with 15K followers and 74 following. A bio states: 'Discover Nottingham Castle's website & information: www.nottinghamcastle.org.uk'. There is a blue 'Follow' button and a three-dot menu. Below the profile are tabs for 'Posts', 'About', 'Photos', 'Videos', and 'Reels'. The 'Details' section includes: 'Page · Castle', phone number '0115 876 3100', website 'nottinghamcastle.org.uk', and a star rating of 3.7 (1,384 reviews).

The screenshot shows a Facebook post from Nottingham Castle. The post text reads: 'Nottingham Castle is at Nottingham Castle. 5d · 🌐'. The main text says: 'As we've entered into 2024, let's take a moment to remember all the wonderful moments that made 2023 such a special year. Let's cherish them in our memories. ❤️🏰'. Below the text are hashtags: '#Nottingham #NewYear #TBT #LastYear #GoodMemories #NottinghamCastle'. The post features two photo collages. The top collage is titled 'Moments from 2023' and includes photos of 'The Coronation 6th May 1600-1601' and 'Midland Legions 29th May'. The bottom collage also features '2023' and includes photos of 'Nottingham Castle Spring 2023', 'The Park & Recreation Park', and 'Nottingham Castle'.

Social Media

Instagram



- **5,700 +** Followers
- **11,000 +** visits on posts, an increase in **43%**
- **29,000 +** reach of posts, an increase in **10%**

• All of these **increases** highlight a successful transition since reopening.

X (Twitter)



- **14,600 +** Followers

Social Media

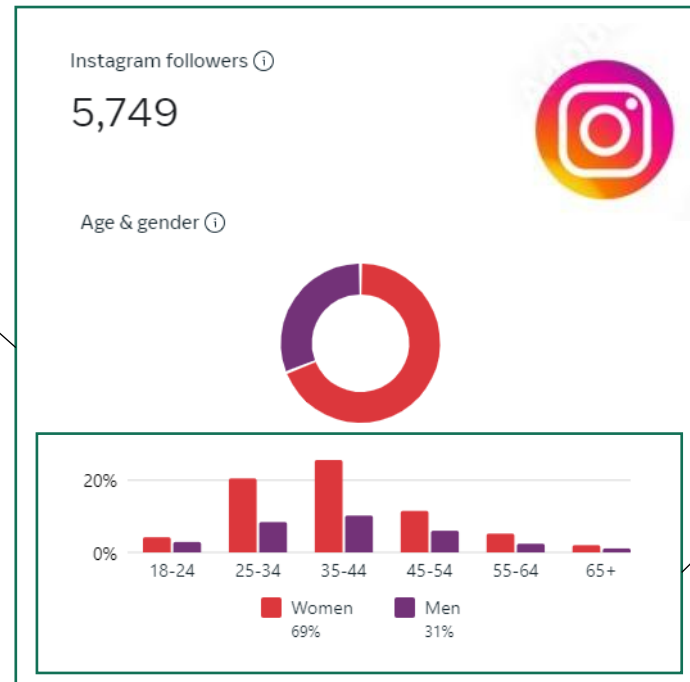
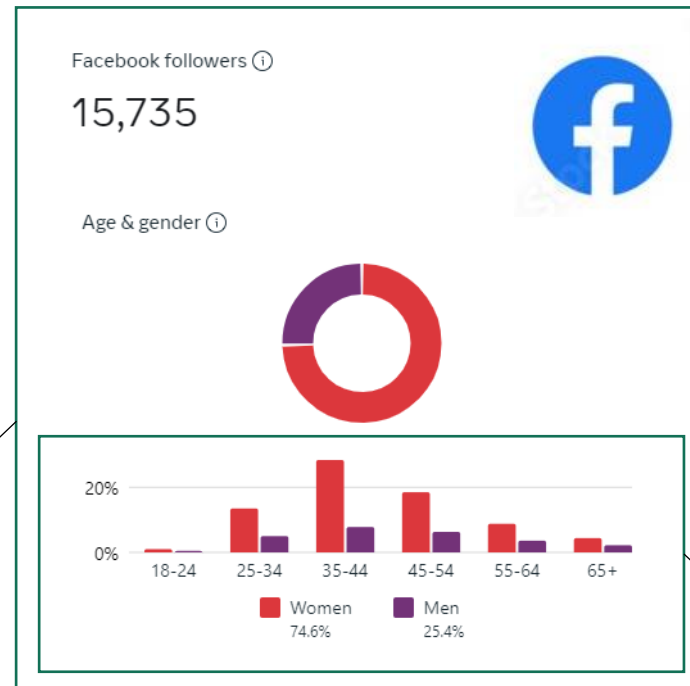
Audiences

 **75 % Women and 25 % Men**

 **70 % Women and 30 % Men**

These stats are based on **social media data** on Nottingham Castle **Facebook & Instagram** only.

Note: Therefore this does not represent all visitors to the Nottingham Castle site, but gives an understanding of our digital visitors across social media.



Based on the **age group** of **women** between **25 – 45 years**, this indicates a likelihood for reaching the ‘family’ target market as is aimed at in the strategy

Email database

- Visitors that have opted in to receive following ticket purchase
 - Newsletter comms from Nottingham Castle

3,857



Stats since launching the
website 15th May 2023

Performance: Attendance & repeat visits

All visitor types (cumulative)	Cumulative to December		Cumulative to November		Cumulative to October		Cumulative to September		Cumulative to August		Cumulative to July	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
TOTAL VISITORS	147,174		137,333		111,682		90,470		73,046		38,894	
Adults paying	69,761	47.4%	63,734	46.4%	57,602	51.6%	46,805	51.7%	36,765	50.3%	17,509	45.0%
Children	24,036	16.3%	22,745	16.6%	21,039	18.8%	17,858	19.7%	15,771	21.6%	5,548	14.3%
Repeat Visitors	19,039	12.9%	16,681	12.1%	12,950	11.6%	8,723	9.6%	5,769	7.9%	1,694	4.4%
Free	4,335	2.9%	4,230	3.1%	4,079	3.7%	1,387	1.5%	903	1.2%	758	1.9%
Events	28,263	19.2%	28,263	20.6%	14,332	12.8%	14,332	15.8%	12,745	17.4%	12,415	31.9%
Schools & Young Groups	1,740	1.2%	1,680	1.2%	1,680	1.5%	1,365	1.5%	1,093	1.5%	970	2.5%

Positive Press & Media Coverage

Reopening articles (Local & National)

- **Nottingham Castle reopens:** <https://advisor.museumsandheritage.com/news/nottingham-castle-confirms-reopening-date/>
- **Nottingham Castle officially reopens to visitors:** www.bbc.co.uk/news/uk-england-nottinghamshire-67772119
- **Nottingham Castle is open again:** www.mynottinghamnews.co.uk/nottingham-castle-is-open-again/
- **15,000 visitor figures reported:** <https://westbridfordwire.com/nottingham-castle-achieves-over-180000-in-ticket-sales-in-first-month/>
- **20,000 visitor figures reported:** <https://westbridfordwire.com/nottingham-castle-gets-20000-visitors-in-first-month/>
- **Hoodnews for a great summer:** www.mynottinghamnews.co.uk/hood-news-for-a-great-summer-at-nottingham-castle/
etc, more visible via google 'Nottingham Castle' > 'News'



Recent articles (Local & National)

- **135,000 visitors reported to date:** www.bbc.co.uk/news/uk-england-nottinghamshire-67772119
- **STIM Cinema on ARTS Events:** <https://www.artsjobs.org.uk/events/34248>
- **6 fun facts you probably didn't know about Nottingham Castle:** www.nottinghamworld.com/your-nottingham/nottingham-castle-fun-facts-4461152

Visitor Feedback:



Just to say me and my husband visited the castle on Saturday 25th November for the Christmas Fayre. We thought it was excellent, a nice choice of stalls and food/drink options and we really enjoyed the carollers, morris dancers, swing singers and brass band. It was very festive. We have an annual pass and we appreciated being able to gain quick access.

Since the castle has been run by the culture department, it's been refreshing to see the approach and ethos that's in place, eg reasonable charges as mentioned above and the introduction of the annual pass - great ideas to encourage both locals and visitors to the site, which is such an important part of Nottingham's history and identity.

Dec 2023

Long gallery was excellently curated – very accessible and designed to allow everyone to see things with ease. The framing of the Tim Fowler neon was spectacular on looking back.' Comment card

August 2023

I visited the Nottingham Castle museum with my severely autistic son on Sunday the 19.11.2023 and I would just like to let you know how pleased I was to meet such pleasant staff. In particular there was a young man serving in the cafe when my Son run ragged who was so patient, tolerant and kind.

Nov 2023

Learning & Education

- Learning & education offer showcases the galleries with visits from schools & their teachers
- School children visited: **1,740**
- Approx. **48 schools**
- Optional visits for caves (King David's Dungeon) arranged by discussion



Our school visited the castle in November and as part of our homework the children have been asked to create a piece of artwork inspired by a Nottingham landmark.

We have had this piece of art submitted from Olivia - Year 4, and we were so impressed by it we wanted to share it with you!

Volunteer Programme

- Re-opened with **25 volunteers** - retained 20 from Trust
- **Recruited 40+** new in first 6 months
- To date **3,143** voluntary hrs have been provided.
- Supporting **6 student placements** equating to 80-100 volunteer hours
- Already delivered 1 work placement with Princes Trust
- Developed 6 heritage buddies for Historic England (visitors assisted visits)
- Attended **2 x external parentship** recruitment events e.g. NTU Culture Show



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VOLUNTEER

High Level Financial Performance

Approved MTFP resources and budget for Nottingham Castle

	23/24	24/25	2 year Total	25/26	3 year Total
	£m	£m	£m	£m	£m
MTFP funding	1.0	0.650	1.650	0.480	2.130
Business plan cost	1.012	0.437	1.449	0.437	1.886

So far :

- Income and costs are on target.
- Start up costs were 12% lower than anticipated.
- GVA Economic impact of £3.3 million has been calculated up to 31st December 2023.

Exhibitions Programme 2023/24



Café Neuro by Maddie Raithby and Kate Wand [Regional, Autistic Illustrators]



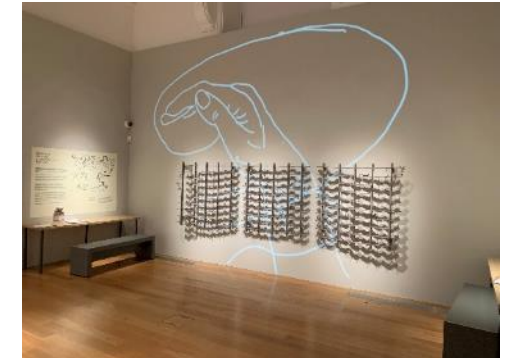
STIM Cinema –
December 2023 - April 2024
In partnership with
Neuroculture Collective
An artist response to the
experience of autism by the
artists themselves

Drawing as Stimming – a
Special Interactive Installation
by Artist, Sam Metz to
coincide with STIM Cinema

Tim Fowler –
Plantation – Artist
Collaboration
Exploring the Artist's
Jamaican Roots



70 Objeks & Tings – In partnership with
Museumand: the National Caribbean Museum to
celebrate Windrush '75



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City Council**

Exhibitions Programme to date & future plans



Jemisha Maadhavji: *My Celebrities – Artist Collaboration and response to our permanent collection on display (above and below)*



Picture a Life
In house Exhibition curated in Partnership with the National Portrait Gallery (NPG) featuring unknown sitters from portraits in the Museum collection, co-curated by the NPG/SKEP Intern

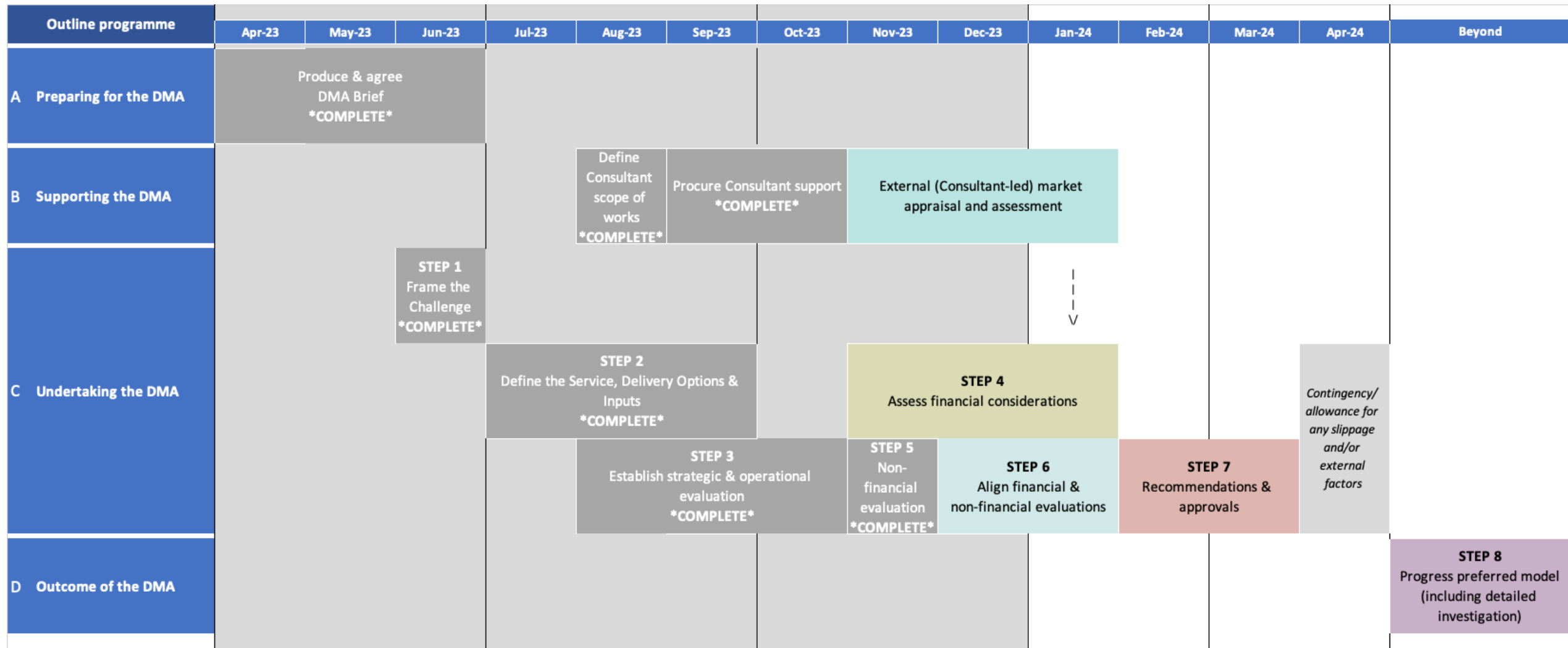


Art in Focus – In Love
by Marcus Stone – Painted 1888
In house Exhibition highlighting one of our most popular artworks

Exhibition Programme – Advance Programme 2024

- Spotlight: ***Picture a Life – Reprise*** featuring student intervention with Students at Nottingham College
- **Shift** (Working Title): A focus on Learning Disabled art from across the UK
- ***New Café Commission***: Christopher Samuel [Regional-based and Disabled Artist]
- ***Masterworks on Tour*** (Working Title) – Loan Exhibition from the Clarke Institution, MA, USA and Others.
- ***New for Nottingham*** (Working title) – Spotlight Exhibitions of Recent Additions to the Museum Collection
- **Fleur Patrick**: Solo exhibition by Regional Artist
- ***The Showmen of Goose Fair***: Photographs by Jo Metson Scott [Acclaimed Nottingham-born Photographer]
- ***Spotlight: Female Artists*** - Works on Paper from the Museum Collection

DMA Process embarked upon



1 Frame the Challenge

Clarify the programme objectives, timescales and drivers of change. Identify stakeholders and set up working teams and governance approach.

2 Define the Service, Delivery Model Options and Data Inputs

Identify the service components and the options for how they might be delivered, including how service components might be combined or disaggregated to best deliver the desired outcomes.

3 Establish strategic and operational evaluation criteria

There are many potential issues to consider in the selection of a delivery model. Evaluation criteria will be specific to each programme but the following areas give some examples of the potential key issues that might determine the most appropriate strategic approach for delivery and the relationships you will need to develop with the supply chain.

<p>Strategy and Policy</p> <p>Consider how well the delivery model aligns with departmental and government strategies and policies. How will it ensure delivery of strategic objectives, such as SME engagement, equalities or social value?</p>	<p>Transition and mobilisation</p> <p>Consider how easy it will be to transfer existing services into the new model. If this is a new services, what challenges will you face setting up and mobilizing the service? Consider issues such as recruitment (or TUPE implications), timescales and systems developments.</p>
<p>People and assets</p> <p>Consider the capabilities and skillsets needed and existing capacity (internal or in the external market). What flexibility will you need (e.g. if volumes change) and how well can the delivery option meet these needs? What will the training and recruitment impact be? What other investments may be required and who will own any assets (including intellectual property)?</p>	

Service delivery

Consider how the delivery model will guarantee ongoing service quality, innovation and continuous improvement. What management structures will be required, whether insourced or outsourced? How will you manage SLAs and KPIs?

Risk and impact profile

Identify the commercial and operational risks that may impact the delivery of services.

Who is best placed to manage these risks and how might they be mitigated by the delivery option?

4 Assess the whole life cost of the project

Use your strategic approach and service definition to identify the cost drivers for the transition and mobilisation phase and a period of running. All projects should develop an appropriate Should Cost Model.

5 6 Conduct the evaluation and align the analysis

The cross-functional team should assess each of the evaluation criteria against the agreed weightings.

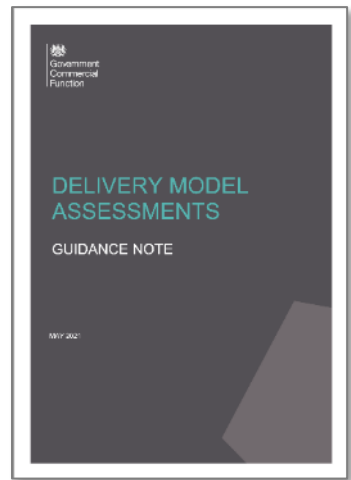
Learn from objective evidence, past projects and colleagues across the public and private sector (this may include engaging with the market) to test and sense-check your findings. Consider a Red Team review to validate your findings.

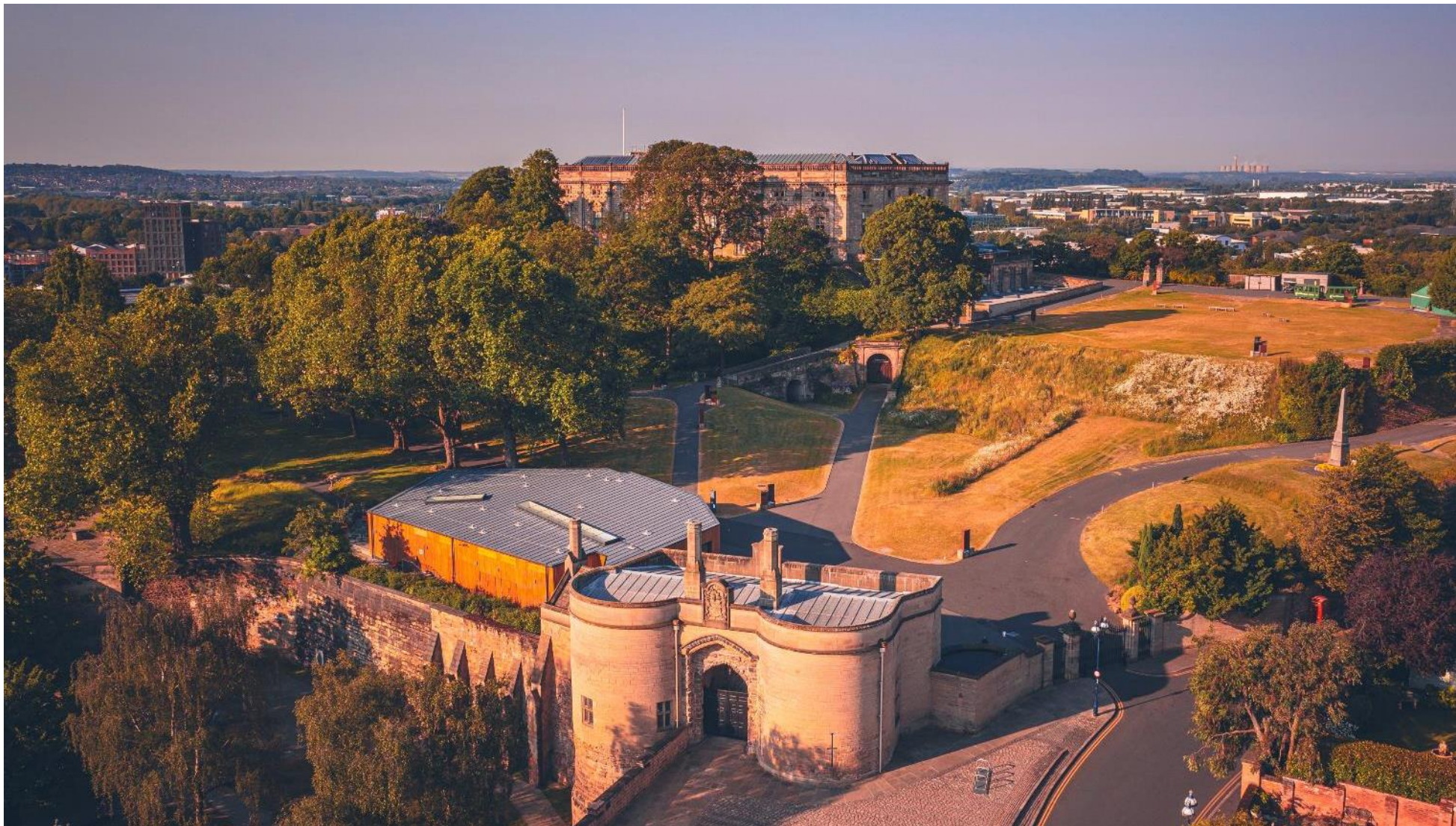
7 Recommendations and approvals

Develop and document your recommendations and ensure approval via the project board

8 Piloting and implementation

Build your commercial strategy and identify any requirements to pilot the outcome of your assessment (see Guidance Note)





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