

Destination Management Plan for Newark on Trent

‘Working in Partnership’

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1 What is a Destination Management Plan?

As defined by VisitEngland destination management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.

A Destination Management Plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and where appropriate the apportionment of resources.

2 Why does Newark need a DMP

The visitor economy (tourism) is a core contributor to the economic wellbeing of the town. In 2016 the economic impact of tourism on Newark was £25.32m (Scarborough Tourism Economic Assessment Model STEAM) This plan will set out to show how, from the current baseline, the town could over the next five years deliver an economic impact in excess of £30m per annum.

This will be achieved by increasing the number of visitors as well as the (dwell) time they spend in the town. The aim being over a period of time to improve the depth and breadth of the tourism offer and in so doing encourage visitors to stay longer. On average an overnight visitor in Newark spends almost seven times the amount a day visitor would spend. (compared to Nottinghamshire as a whole where it is only around five times)

The last year has seen an increase in day visitors and in those visitors staying with friends & family, no doubt driven by the opening in 2015 of the National Civil War Centre, but the town will need a broader product offer to continue this growth as well as developing the overnight business to deliver the further positive economic impact the town needs.

Having a Destination Management Plan (DMP) in place will enable Newark to deliver the best possible environment in which, not only to develop its tourism product offer, but also to showcase it to its key target audiences. Critical to its achieving this will be effective partnership working.

Coordinating the promotion of the town around a series of agreed key stories/messages will ensure that the maximum impact is gleaned from such activity no matter who is undertaking it.

Currently, those Newark tourism assets, under the jurisdiction of the Newark & Sherwood District Council, are managed through several different corporate teams. Consequently, it is not possible to either streamline activity, show clear learning from one project to another or to maximise the promotional opportunity through joint ticketing etc. There is the added complication that one key asset – Newark Town Hall and Ballroom is under the management of the Town Council. Recommendations to address this have been made as part of the Destination Management Plan.

At present there is no one group managing the town's tourism strategy and its implementation at a senior level. This needs to be addressed by the formation of a strategic steering group, otherwise activity will continue in its current piecemeal fashion. A recommendation to form a Newark Management Group is made as part of the DMP.

In addition, being able to evidence a functioning and well supported Destination Management Plan will enable the District Council and Town Council to more successfully bid for new resources such as a 'Townscape like' bid from HLF. The monies from which can then be used to create not only a stronger tourism offer to improve visitor dwell time but also a more advantageous backdrop for the promotion of tourism in the town. Newark's connectivity with its key position on the A1,A46, East Coast Train line and the River Trent means it is ideally placed to be able to take advantage of such opportunities.

Whilst Newark currently hosts the town festival, re-enactments and a fledgling Book Festival it does not have one strong event which whilst being of interest to the local community acts as a significant draw to visitors from outside the area (see Appendix 4 for a list of comparator towns & their festivals) The DMP recommends that consideration should be given to establishing such a festival.

Newark has huge potential to develop & grow its tourism and the concomitant economic impact this has on the town if this plan is implemented successfully.

2.2 The Partnership

- Newark & Sherwood District Council
- Newark Town Council
- Key Newark Tourism/Visitor Economy Stakeholders
 - Newark Air Museum, Kelham Hall, NAP, Newark Showground, Antique Fairs, Totally Locally, Newark Business Club

2.2 Regional Partners

- D2N2
- Visit Nottinghamshire
- Nottinghamshire County Council – Highways to improve gateways into town
- Regional Airports eg East Mids, Birmingham & Doncaster/Sheffield

2.3 National Partners

- VisitEngland/ VisitBritain
 - Staycation & International activity
 - Discover England projects
 - American Connections
 - The English Way

Other potential partners could include...

- RAF via Cranwell
- Virgin East Coast
- East Midlands Trains

3 Vision

Newark will be positioned as a quintessentially English market town that can trace its history back to ancient times. It offers a unique opportunity to experience a wealth of history across the ages all in one picturesque town.

4 Priorities

- Interrogate the market intelligence available and improve knowledge of visitor experience – develop an understanding of who Newark’s visitors are and what they feel about their experience in the town. This will ensure that future decision making about what the product offer should be and how best to promote it is more accurate. It will also be useful to obtain some insight into what those not currently visiting think of Newark and what would attract them to visit.
- Improve Infrastructure, including key gateways – ensuring that from the moment the visitor arrives in the town their experience is exemplary from signage, cleanliness and street furniture to seasonal planters and decorations. First impressions count and the general ambience that visitors experience is critical to how they view their visit...& how they will describe it to others.
- Product development (short, medium & long term) The Castle Gate House has secured its first tranche of HLF monies but in order to encourage overnight visits there needs to be a range of facilities developed to create sufficient visitor dwell time.
- Develop a Brand/Profile for Newark – this is not so much about logo but is more about tone of voice, as well as having a consistent set of messages, style and approach across the town. This will deliver significantly improved effectiveness of promotional messages.
- Implement a defined Marketing strategy including market development, visitor welcome etc will maximise the potential to grow the economic impact of the visitor economy to Newark.
- Establish one/two town wide festivals specifically to attract a wider out of town audience over a week/weekend. This will provide a core ‘attract & disperse’ activity that will improve overnight visits and this can be built upon to develop a repeat visit strategy.

5 Aims of the Destination Management Plan

- Support the development of a vibrant and successful local tourism industry which within five years is delivering an economic impact more than £30m.
- Create a long-term tourism product development plan in consultation and partnership with local businesses and other interested parties to provide improved potential to attract overnight visits.
- Develop a strong ‘Newark’ brand in the context of the wider Newark & Sherwood offer.
- Identify and work with promotional partners locally, regionally & nationally to create effective campaigns to tell the stories of Newark through a shared footprint.

6 Intelligence/Research informing the plan

6.1 Domestic Tourism Trends 2017 - 2023

Scarborough Tourism Economic Assessment Model (STEAM) data – key trends for 2015 – 2016

Whilst it is important to note that for a town the size of Newark it is unwise to use the basic raw data it is possible to draw conclusions with regards to key trends from the Newark data supplied by Global Tourism Solutions.

Between 2015 & 2016

- Over 3% increase in economic impact of visiting friends & family
- Over 3% increase in day visitor days, day visitor numbers
- Over 5% increase in economic impact of day visitors

However, overnight visitors to the town are down between 3 & 4% and it is here that the biggest potential for improving economic impact lies.

The visiting friends and family figures show that visitors are prepared to stay overnight. Work now needs to be done to ensure that future overnight visitors stay in the town's accommodation.

In 2016

- Overall visitor numbers to Newark were 451,860 and days were 548,330
- Economic impact was £25.32m (£19.2m Direct)

• National Context

In 2014, there were 20.83 million trips to small towns in England, 22% of the total, with spend at £3.3 billion (18% of all spending on domestic overnight trips). There were also 310 million tourism day trips involving a trip to a small town – or 23% of the total – with associated spending of £8.2 billion (18% of all spending on day visits).

Going forwards the currently identified goal of the Tourism Deal (within the Government's Industrial Strategy) is nationally to:

- Increase the value of tourism to the UK economy to £268.3bn pa by 2025
- Create 70,000 additional jobs
- Deliver 1.8m additional visits
- Increase productivity by 1% ie., a £12bn increase in output.

6.2 D2N2 Accommodation Strategy

In December 2016, in conjunction with the two DMOs, D2N2 undertook an Accommodation Survey of Nottinghamshire & Derbyshire. Key gaps of relevance to Newark were identified including the need for a market town boutique hotel, further budget hotels, restaurants with rooms and a range of 'glamping' and caravan sites. The study also highlights the need to look at how best to use existing funding including Midlands Engine investment funding and other LEP funding.

6.3 Event evaluations

At present we are only aware of the following events which have been analysed with varying degrees of vigour.

Newark Books in the Castle Festival (July 2017)

Books in the Castle was a not for profit two-day festival held in July 2017 celebrating and promoting literacy, authors, books and related activity. Mainly funded by Arts Council it was supported by small grants from NSDC, NTC and others. A detailed analysis of the Festival is available but in summary overall over 37,000 people were engaged with the Festival of whom around 35,000 were engaged online and in total 75% had not engaged with the Festival before. Three key age groups – over 60s, 35 – 44 at 25 % largest group and under 16. No economic impact assessment was undertaken – no budget but feedback seems to have been largely positive from those engaged.

Newark Festival - Madness main act (June 2013)

Festival took place in June 2013 and visitors were interviewed in two locations – the market square and the riverside park during the day of the festival. It was estimated that around 8,000 visitors attended the Festival and that about a third of whom were from outside of Newark & Sherwood. Attracted all age ranges but with a slight bias to the over 35 yrs. Some evidence that a well know band like Madness had attracted a limited number of overnight visitors.

Elemental Force (March 2013)

A one-off evening arts event at Newark Castle held in pouring rain in March 2013. Part of a D2N2 wide initiative in Nottingham Castle, Derby Silk Mill & Chatsworth it was well publicised. 43.9% of the audience were inbound visitors. Although overall numbers of visitors for Newark were lower than the cities 9% of the audience stayed overnight compared to 3.8% for Nottinghamshire and 5.2% for Derbyshire. Newark's overnight stays were split evenly between hotel and visiting friends & family. Around 83% of the visitors attended in groups of 2 – 4 with 87.13% being adults and 60% in the age group of 41-60. 17% were 'empty nesters' which is consistent with the age range. 30% intended to visit a pub or club, 25% going to a café or restaurant and 25% going shopping. In terms of promotion, local media and 'word of mouth' (NSDC sources most frequently cited) were most significant for the local audience and social media and word of mouth being most

impactful for non-local visitors. Although the event was free to attend as it was Arts Council funded some work was undertaken with regards to price elasticity of demand and it was determined that a price of £5 was optimum and that this would have generated £10,891 based on estimated attendance.

Newark Festival & Impacts Study (2008)

In 2008 an evaluation was undertaken of the impact of six events then running, Live & Local, Brass Explosion, Newark Food & Drink Festival, Gift of Christmas, The County Show and Newark Jazz Festival. This concluded that the Food & Drink Festival was the most effective in terms of attendance and spend per head (5,000 attendees with average expenditure in 2008 prices of £30.30 per head).

7 Newark's Stories/Assets/Possible thematics

7.1 Wealth of History across the ages all to be found in a quintessentially English Market Town

Newark is a quintessentially English market town that can trace its history back at least as far as the Stone Age. It offers the opportunity to experience a wealth of history across the ages all in one picturesque town. Situated at the junction of four major communications routes, the River Trent, the A1 (Great North Road), A46 (Roman Fosse Way) and East Coast railway it has always played a significant role in England's history. It was a mediaeval stronghold, under siege as a Royalist town in the English Civil War, a major posting town in Regency England and the home of several Polish RAF squadrons in WW2. Evidence of which is easily accessible in a walk around the key sites of this vibrant & bustling market town

This Destination Management Plan 'Working in Partnership' will encourage everyone involved to tell the history and stories of Newark in a visitor friendly way, supported by a tourism product development plan to help the town grow its tourism economy.

In summary Newark's 'History through the ages' story covers.....(see Appendix 3 for detail)

- Pre-history – Newark Torc & Farndon Flints.
- Roman – extensive collections of items found in and around the town.
- Anglo Saxon – told through objects found in the Millgate area.
- Mediaeval England – King John's death at Newark Castle is a critical milestone in its history and items from St Mary's Treasury.

- Civil War – Newark Civil War Centre highlights Newark’s role as a key strategic stronghold during the First Civil War. In addition, England’s 5th tallest parish church St Mary Magdalene has strong links to the Civil War story including the cannon ball hole in the spire!
- Regency England – a thriving coaching town on the road north with a Ballroom in Newark Town Hall to rival Bath, Byron’s printing press & Smeaton’s Arches.
- WW2 - Newark Air Museum on the outskirts of town including its connections to former Commonwealth aviators and Americans, especially those engaged in Operations Overlord & Market. In addition, the Polish history clearly on show in Newark Cemetery gives the town a strong story to tell.

Additional stories that could be told....(most especially in ‘pop-up’ form)

- **Cycling and sport**
- **Making the most of the river today?**
 - Living History
 - Newark’s heritage barge
- **A Heritage of Engineering/Innovation/Technology**
 - Torc/Flints
 - Printing
 - Smeaton’s Arches
 - Computerised tomography
 - Brewing
 - Canals – importing Baltic timber and exporting locally brewed beer
- **Markets**
 - Opportunity to develop the range and scope of markets on offer in the town’s historic market square...for example food and craft themes are currently very fashionable experiences for visitors.
- **Antiques**
 - Regular antique fairs in the area are supported by an excellent range of antique shops and centres around the town – these create the opportunities for niche thematic promotional campaigns to attract both new visitors and persuade existing visitors to extend their stay.

8 Maximising the Potential of stories via Regional partnerships

On its own Newark will find it a challenge to raise sufficient funds to promote its offer in as impactful and effective manner as it needs to. By working with partners who also have a role either lead or subsidiary in the stories it wishes to tell it will be possible to leverage considerable additional benefit. Some of these partnerships exist already others will need to be developed.

- Nottingham City of Literature – whilst Newstead and Southwell are synonymous with Lord Byron it is less well known that the Printing Press on which the first edition of his *Fugitive Pieces* and *Hours of Idleness* is to be found in the NCWC.
- Nottingham Castle – when the refurbish Castle offer opens in 2020 it will tell the story of Nottingham and Nottinghamshire’s role in rebellion across the ages and right through to the modern day. There will be opportunities for Newark to engage with this.
- Three Castles project – Lincoln, Newark, Nottingham. Marketing NG/Visit Notts worked with Visit Lincoln and nationally with Visit England to produce a successful campaign linking the three castles. See www.lincsandnottstours.com
- Sherwood Forest – the new RSPB visitor centre will open in the summer of 2018 and will create significant opportunities to connect Newark not only to the centre but also to the international renowned stories of Robin Hood.
- Southwell – has a well-developed visitor offer with the benefit of the Minster, Southwell Music Festival, the National Trust Workhouse, the Racecourse and the British Horological Institute at Upton to which Newark can act as a transport gateway.
- Discover England project – £1m project working title East of England Touring Route is now approved and is being managed by Newcastle Gateshead Initiative. NSDC has committed its support to the bid. See Appendix 5 for more detail.
- Discover England project – £750k confirmed project US Connections linking with Newark Air Museum. See Appendix 5 for more detail.
- Newark Castle – linking to the wider Robin Hood story across NSDC and Nottinghamshire should provide a wider publicity platform for Newark.
- Pre-history/Stone Age – the flints that have been found at Farndon are believed to have been knapped by a hunting party from Creswell Crags and so this would present cross promotional opportunities.

- Mayflower 400 – in 2020 it will be the 400th anniversary of the sailing of the Pilgrims, many of whom came from North Notts, and there are many plans afoot to celebrate this. There were several of the original Mayflower group who returned to the UK to fight in the Civil War and this offers ‘pop-up’ opportunities in Newark in 2020.
- NT Clumber Park/Belton Hall – the two nearest NT properties both of which hold events & festivals throughout the year thereby presenting opportunity to proactively attract more visitors to the Newark area.

9 Markets to be developed

Local

Levels of knowledge and engagement with the current tourism offer could be improved amongst the population of Newark and the rest of the District. A promotional campaign to gain ‘hearts & minds’ via a greater understanding of what is on offer would be worthwhile to build on the current trend of improving ‘Visiting Friends & Family’ visitor groups. This will be especially important as new product e.g. Castle Gatehouse project go live. Whilst there is some good work being undertaken by the relevant volunteer groups it currently lacks focus and is not therefore delivering to its maximum potential.

Regional

This is where the day visitor trend growth seen in 2015/16 can be developed further. It needs to be approached segmentally

- in geographically in terms of increasing visits from those areas where existing visitors come from
- by visitor types for whom the current/future offer is best fitted e.g. Empty nesters and where appropriate young families
- by new visitor types once a strong enough offer is in place

National

At present national potential is most effectively linked to those niche markets to whom the current offer is most attractive eg Civil War buffs. Once an appropriate depth of offer is developed where the visitor dwell time is sufficient to justify overnight stays then this becomes a very attractive promotional avenue which would then justify appropriate investment.

International

Whilst Newark could never justify the marketing budget that would be required to make any significant impact in international markets on its own there are a couple of VisitEngland, Discover England projects where Newark would be strongly placed to benefit.

US Connections – American market

East of England Touring Route – German market

Niche markets could be explored eg potential for visiting groups from Poland

10 Funding options

Heritage Lottery Fund – once the DMP is embedded and being implemented then the opportunity to bid for a ‘Townscape like’ grant becomes a possibility. This is a grant which allows towns and cities to regenerate their built historic environment. Grants have ranged from £100k to £2m but all such bids would now be submitted to the main HLF fund.

Historic England – grants to restore specific heritage sites.

Arts Council – Current plans include working towards achieving NPO status for NCWC in the next round of bidding. This will leverage three years of core funding for the centre renewable by a regular bidding process.

In addition, it is planned to bid to Arts Council for support to run a celebration of the centenary of the Palace Theatre in 2020.

March 2018

Appendix 1: Strengths, Weaknesses, Opportunities & Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong sense of Newark’s role in the key events & periods in history. • Connectivity via road, rail & river allows Newark to take advantage of its central England location. • Location on A1, A46 and East Coast line means that the town can act as a Gateway to Newark & Sherwood. • Varied product offer inc ✓ Newark Castle, ✓ NCWC, ✓ Kelham Hall, ✓ Newark Air Museum, ✓ Newark Showground • Impressive Town Hall and iconic Market Square • Newly established Heritage Forum 	<ul style="list-style-type: none"> • Limited awareness of what Newark has to offer beyond the town itself. • No clearly defined/agreed position on what the town has to offer and what story it should tell. • Lack of consistent messaging around what Newark has on offer. • Limited specialist tourism marketing expertise • Little coordination between existing marketing campaigns leading to an imbalance of promotion across the key tourism assets. • No attract & disperse strategy. • Disparate range of promotional outlets eg NSDC. Visit Newark, Totally Locally etc • Multiple lines of management for the key tourism products. • Limited events to attract visitors from out of town. • Retail offer is not tuned to visitor economy eg closed Sundays & limited late night. • Market offer appears to be diminishing & is not currently sufficient to act as an attractor in its own right. • Buttermarket space is under-utilised. • No hotel offers suitable to support overnight coach trips. • Night time economy is underdeveloped and what currently exists is underutilised by the local community.
Opportunities	Threats
<ul style="list-style-type: none"> • Work with regional and national bodies eg Marketing NG/ Visit Nottinghamshire & Visit England. • VE Discover England projects. • Scope a bid to HLF for a ‘Townscape’ style bid. • Arts Council bid for centenary of Palace Theatre. • Product development strategy. • Opportunities arising from Tourism Bid within Governments Industrial Strategy. • Establish one/two key annual festivals. • Developing a town wide Heritage Strategy. • Growing the value of tourism to the Newark Economy. • Visitor economy driven by ‘experience’ and there is potential to further develop the shopping offer with the Buttermarket and more innovative approaches to utilising the market square. • Improving local usage and buy in to the Newark offer will encourage development of the restaurant, hotel and bars. 	<ul style="list-style-type: none"> • Budget constraints • Brexit • Not getting town wide engagement for the DMP and thereby being unable to deliver the full potential of the plan.

Appendix 2

Key facts & Figures

Source: STEAM 2014 & 2016



Appendix 3

Wealth of History across the ages all to be found in a quintessentially English Market Town

Prehistory (Stone Age to Iron Age) Newark Torc, Farndon Flints & Neolithic Axe

Since 12000 BC, there is evidence of settlement, trade, technological advancement and ritual life in the district. Neolithic, Bronze Age and Iron Age peoples all chose to make their homes here. 14,000 years ago, Stone Age hunter-gatherers would follow migrating herds of animals to the crossing of the Trent and Devon in Farndon. Here they would make their home until the weather cooled and it was time to head back across the land bridge to Europe. Hundreds of flakes and flint cores were found at the site in Farndon and the pattern of the finds makes it almost possible to identify the exact position of the flint knapper's feet as they prepared their tools.

A beautiful Neolithic Jadeite axe, made from stone quarried in the Italian Alps tells the story of the breadth of trade occurring at the time and the importance of rituals and symbols in early people's lives, as the axe does not appear to have been intended for use. Bronze Age rapiers and spear heads show both the advances in technology and the development of belief systems as some appear to have been made solely as offerings. Our Bronze Age Cremation urns with finger pattern also highlight the care and honour given to the dead.

The **Newark Torc**, tells a story of amazing technological skill as well as complex community and belief systems during the Iron Age. The torc is the second most significant torc in the country. It was likely to have been buried deliberately close to the River Trent as rivers were significant for the people of the Iron Age and a lot of Iron Age metal work has been found in proximity to rivers. It is made from gold, silver and copper. The torc is made from rolled gold wires twisted into 8 'ropes'. The terminals were cast using the "lost wax technique" and decorated with La Tene style motifs, an abstract curved style of decoration.

Romans

The Romans arrived in Britain in 43AD and by 70AD had settled in this area. Newark lies on the strategically important Roman road the Fosse Way which links Exeter to Lincoln. While there is no evidence of a town at Newark, there were walled towns at East Stoke (Ad Pontem) and Brough (Crococolana), there was also a Roman Villa at Norton Disney.

Our extensive Roman collection allows us to tell the breadth of Roman life in Britain from invasion and military life with our beautiful cavalry cheek piece to domestic and individual life with household items and even a pair of roman shoes. Our collection also allows us to tell the story of changing beliefs in the Roman Empire with examples of pagan burials and very early Christian objects. (Domestic items include pottery, mosaics, kitchen implements, jewellery etc)

Key to our collection are three lead coffins and the remains they contained of high status Roman

individuals, as lead could only have been afforded by the rich. Initially when these were discovered one set of remains was misidentified as male due to the fact the individual was 5ft 8. Later investigation established that the remains were of a woman between 17 and 23 who had had at least one child. These objects and the investigations around them help challenge our perceptions of Roman life and how we interpret them.

Anglo Saxon

Anglo Saxons took control of most of Britain after the Romans withdrew in AD410 and it is during this time that Newark probably got its name as the 'Neue Werk'. The town's Anglo-Saxon collection is substantial and includes outstanding examples of cremation urns, grave goods and religious items for example a superb Anglo Saxon gold cross, which has similarities to finds in the Staffordshire Hoard.

The majority of the objects come from excavations at an Anglo-Saxon cemetery at Millgate and convey the complex story of Anglo-Saxon beliefs and customs. However, the collections also include the remains and grave goods of an early Anglo-Saxon 'Princess' which were found at Winthorpe. The position and contents of the grave suggest an individual of the highest status, possibly the leader of an early group of settlers or a leader's wife. Grave goods included a decorated urn, a bronze-rimmed wooden bucket, two pairs of silver wrist clasps, a gilded bronze disc perhaps once attached as a decoration to a box or a bag, 47 glass and amber beads from a necklace, an iron knife, and other items. A lamb was also buried in the grave. The burial may shed light on the origins of settlement in Newark.

From 886 to 954 Newark was part of the Viking Danelaw and many of the street names we use today come from this time. Barnby, Bleasby and Staythorpe all derive from Viking and the 'Gates' of Newark derive from 'gata', meaning street.

Mediaeval England – King John at Newark Castle

Newark Castle plays a key role in telling the turbulent history of mediaeval England regionally and nationally. The Castle was originally built as a Bishop's palace rather than a defensive castle by Bishop Alexander the Magnificent, though it was later strengthened with a curtain wall.

A key moment in the Castle's history came on 19 October 1216, when King John died there, after consuming a 'surfeit of peaches'. In reality he probably died of dysentery. After John's death one of his knights, Robert de Gaughy, seized the castle and held it against the new king, Henry III. Royal forces besieged the castle and forced de Gaughy to surrender after 8 days.

The district is also the site of the last battle of the Wars of the Roses at East Stoke, where Henry VII decisively defeated Yorkist rebels. The museum holds the remains of nine men who fought at the battle and their skeletons show the brutal nature of the battle.

Civil War – National Civil War Centre (NCWC)

Newark was a key strategic stronghold during the First Civil War. Newark declared for the King at the start of the war and was one of the last towns standing for the royalist cause at the end, despite suffering three sieges and being ravaged by the plague.

The Museum's 3000 civil war objects combined with the unique built heritage of Newark allow the NCWC to tell a story of the Civil War that is both universal and unique. Newark's experience of siege and the dangers, deprivations and disease that it brought is common to other towns and cities that experienced siege during the conflict. However, Newark was strategically important and a stronghold for Royalists to rally round playing host to meetings between King Charles and Prince Rupert of the Rhine as well as providing a welcome rest stop for Queen Henrietta when she returned from the continent with arms and mercenaries for the war effort.

NCWC's unique collection including breastplates, cannon balls, swords, helmets, posy rings, letters, tracts and siege pieces tells the breadth of the impact of the war both politically and socially. While the built heritage including the best preserved civil war earthwork in the country allows visitors to experience the environment that faced the people of Newark during the conflict.

The parish church of St Mary Magdalene also has a role to play in telling the Newark Civil War Story from the memorials inside to the 'cannon ball' hole in the spire.

Regency England – Ballroom in Newark Town Hall, Byron's printing press & Smeaton's Arches

By the time of the Regency, Newark was a thriving coaching town with inns and industries supporting the coaches travelling on the Great North Road or the Fosse Way. None of this would have been possible without the building of Smeaton's arches. The architecturally impressive arches raised the road above the flood plain and allowed coaches to travel all through the year and provided a key transport route for trade. The Town Hall and the Georgian Assembly Room (Ballroom) were designed by architect John Carr built to reflect the wealth and importance of town at this point (1776) with the Ballroom being decorated to rival the Assembly Rooms in Bath. It is also possible to see other aspects of Georgian (Palladian) architecture. The columns, the pilasters, details round the architrave, the different dado rails, the Georgian drawing room and the fireplaces in the bedrooms of the original town houses flanking the central civic suite, including a semi-circular 3-paned window (Diocletian) in a second-floor bedroom.

The canalisation of the River Trent through Newark around this time and the links this opened up to the wider canal networks was of vital importance to the malting and brewing industry in the town. The museum collection can tell a comprehensive story of malting and brewing which built the wealth of the town and provided the capital for later philanthropic ventures such as the Gilstrap Free Library.

Newark also played a significant role in many of the cultural and political stories of the day. The printing press that printed the first editions of Lord Byron's *Fugitive Pieces* and *Hours of Idleness* is to be found in the local galleries of the NCWC. The future Prime Minister and reformer William

Gladstone began his political career as MP for Newark. The museum holds several significant and rare campaign banners amongst other artefacts from his time as MP for Newark.

WW2 - Newark Air Museum & Polish history

With the outbreak of World War One many men from Newark answered the call and enlisted to fight. The museum collection holds many diaries, photos, records, death pennies, military uniforms and kit telling this poignant story. At home many industries such as Ransome & Marles and Simpsons switched their productions to support the war effort. These industries continued into World War Two ultimately making Newark a target for German bombers, who hit their target of Ransome & Marles in 1941 killing 41 people. The collection tells the story of the ordinary soldier and life on the home front during World War Two.

The area around Newark was filled with airfields Pilots from many countries including Australia, New Zealand, Canada and Poland were stationed in the area during the war. – Operation Overlord and Operation Market have strong local connections which present opportunities to attract visitors from across the Commonwealth USAF Airborne Forces.

(Newark Air Museum is hosting forthcoming RAF Balderton Commemoration 'Station of the Nations' attracting visitors from Canada, the USA and a couple of European countries.

http://www.newarkairmuseum.org/RAF_Balderton_Commem)

Following WW2 a Polish Cemetery was established on London Road. General Sikorski, head of the Polish Government in exile, was so impressed with how the people of Newark had looked after his fallen countrymen that he asked to be buried in Newark should he die while Poland was still occupied. He died in 1943 and was buried in Newark until 1993 when he was repatriated. After World War Two, as Poland was controlled by the Soviet Union many Polish Servicemen made their homes in area.

Appendix 4

Based on conversations during initial round of consultations the following were considered to be.....

Comparator Towns with festivals/celebrations

Boston	Transported
Grantham	Gravity Field Festival
Stamford	Georgian Festival
Cheltenham	Races
Matlock Bath	Lights
Lincoln	Steampunk
Buxton	Buxton International Festival
Ludlow	Food Festival
Skipton	Food, Beer, Yarn

Aspirational Towns/Cities

Bath

Harrogate

Appendix 5

Discover England Projects

US Connections

With confirmed funding from Discover England this is a project that will develop newly packaged tourism products around identified and tested themes to drive growth in the US inbound market to England. The project covers a wide geography of English destinations (from the Midlands through to the South West) and a number of product themes. The product themes will connect the destinations through the development of new visitor itineraries. The project also focuses on enhancing the visitor offer associated to the itineraries, including developing the guided tour offer, upskilling local tourism businesses and providing themed experiences.

The total value of the project is £700,000.

The funding end date is March 2019. The project will:

- Conduct in market testing with US visitors and the travel trade to establish product themes to be developed - that resonate with the US target audience. (for example: World War connections; Magna Carta; Mayflower; Jamestown; Transatlantic)
- Support local tourism businesses within the partnership destinations to develop visitor content and bookable, commissionable product aligned with those themes.
- Identify and secure a distribution plan and routes to market through working with travel trade partners in order that the new product is effectively promoted to the target audiences - Promote and raise awareness of the new bookable itineraries.
- Monitor and evaluate outputs and report on best practice and learnings.

Visit Nottinghamshire have committed to be a partner on the project. Themes for Nottinghamshire identified early on include:

- Mayflower Pilgrims (focusing on the guided tour offer)
- Kings & Castles (including Nottingham Castle and Newark Castle)
- Robin Hood (including Nottingham Castle and Sherwood Forest)
- World War II (including Newark Air Museum)

There is also the potential for 'pop-up' style temporary displays in Newark especially around the 2020 Mayflower 400 celebrations.

East of England Touring Route

The aim of this project is to increase the volume and value of international visitors to Eastern England. The East of England Touring Route project is seeking £1million from the Discover England Fund and will provide match funding of £400,000 in line with the requirements of the fund.

The route involves 15 destinations who do not currently work as a partnership – resource is needed to develop a new partnership that has come together rapidly to support this project but needs

further support to develop shared understanding and relationships that will last for the long term.

The project is taking businesses that currently don't operate in international markets and developing their capacity in a very short space of time. This will require intensive support which is costly.

Bringing a new project to market from an area of England that has a lower profile than other parts of the country and less appeal – despite its great assets – will take a big effort to help it gain traction in a short time, and deliver the long term aims of the fund.

The project objectives are:

1. To create a new 300-mile touring route that stretches from London to Northumberland that encourages German visitors to stay for several nights in the area.
2. To develop a new public/private partnership that can support the long-term development and promotion of the new touring route.
3. To support a minimum of 40 tourism businesses in Eastern England, particularly small businesses, to operate in the international market for the first time.
4. To develop new routes to market for 40 businesses in Eastern England that are already operating in the international market.
5. To increase the awareness and knowledge of Eastern England among carriers and travel trade and provide a mechanism for them to package and sell more product in the area.

Appendix 6

Famous sons, daughters and characters of Newark

As determined during initial round of consultations....

King John	Died in Newark Castle
King Charles 1	Lost his kingdom in Newark & a chalice thought to have been owned/used by him is in the Treasury at St Marys Church
Hercules Clay	Former Mayor & philanthropist
Sam Derry*	WW2 hero
Sir Godfrey Hounsfield*	Developed first Computerised Tomography machine for EMI
William Jessop	Canal engineer (river Trent Navigation)
Sir William Nicholson	Artist (1872-1949) father to internationally renowned Ben Nicholson
John Smeaton	Engineer Smeatons Arches
Willian & Joseph Gilstrap	Brothers. Maltsters & Brewers William was the most successful & was a philanthropist giving the Gilstrap Library to the town. Joseph established 'The Hotel' on Kirkgate
Lord Byron	Printing press
Bridget Riley	Artist
Robert Kiddey	Sculptor (1900-1984)
William Gladstone MP	MP for Newark 1883 – b1846
T E Lawrence	Played snooker in Newark whilst based at RAF Cranwell 1925
Gonville& Charles Bromhead*	Both took part in Rorkes Drift epitomised in the Michael Caine movie <i>Zulu</i> . A tunic belonging to Charles is on display in the NCWC
William Cubley	Artist & former Mayor of Newark 1866 (1814-1896)
Henry Cubley	Artist & great nephew of above (1858-1934)
Fanny Easterfield	(1858-1932) London trained Newark artist
William Caparne	(1855-1940) artist and horticulturist
Peter Brannan	(1926-1994)

*Magnus old boys

Artists with local connections

- Edmund de Waal – pottery
- Stanley Spencer – ‘The Poppies’ painting Newark Town Hall collection
- Gilbert Scott Architect of Kelham Hall – around 400 of his drawings are in the museum collection
- Bridget Riley – Painter works in NSDC collection
- Robert Kiddey – sculptor (pieces in storage in Newark)
- William Nicholson – a large collection of artist’s lithographs is held in the Town Hall collection
- Winifred Nicholson – works in the Town Hall collection
- William Sickert – works in the Town Hall collection

Appendix 7

Newark DMP Consultees

Newark & Sherwood District Council

Cllrs Roger Blaney, David Lloyd, Roger Jackson, Peter Duncan, Keith Girling

Officers - CEO Mr Andrew Muter, Andy Statham, Julie Reader Sullivan, Matthew Finch, Flos Newman, Michael Constantine, Glynn Hughes, Mark Williamson, Carol King, Carys Coulton-Jones

Newark Town Council

Alan Mellor

Newark Civic Trust – Kevin Winter & Michael Knapton

Visit Newark/NAP via Tourism Action Group

Totally Locally – Jill Brown

Newark Heritage Forum

NAHLS – Kevin Winter

Friends of Newark Cemetery – Laurence Gough

St Mary of Magdalene Parish Church – Louise Williams

Newark Air Museum – Howard Heeley

Newark Showground – Adrian Johnson

Kelham Hall – Jonathan Pass

Informal discussions with Laura Simpson & Mandy Ramm from **Nottinghamshire County Council**

D2N2 – David Ralph/Lindsey Allen

Marketing Nottingham & Nottinghamshire – Sarah McCann & Brendon Moffat

Arts Council – Simon Fitch

HLF – Jonathan Platt

RSPB – Michael Copleston

Liz Hobbs Group – Mark Stephens

Key Recommendations for actions required to deliver DMP

*points in blue indicate that these are either NSDC wide recommendations or have wider implications within NSDC

Immediate (1 -12 months)

- Establish high level strategic Newark Management Group (NMG) to include NSDC Committee Chairman, Director and Business Manager, Leader & Clerk to NTC, Markets Manager, Totally Locally, Newark Accommodation Providers. (others may be included subject to early discussions of the group)
- Appoint a Business Manager for Heritage, Culture & Visitors to provide a single focus for management of heritage & cultural assets currently managed by two different departments in NSDC and a group within NTC. (this will also help to satisfy HLF's requirements that Gatehouse project is clearly learning from the NCWC project)
- Create a new tourism/heritage marketing post, appointing an experience dedicated tourism focused marketing with expertise to understand the visitor and what they are looking for. Supported by an appropriate budget. This post could also work with the sector to better engage the local community in the existing offer e.g. Markets, bars & restaurants which will in turn lead to further product development opportunities.
- Develop a detailed Heritage Strategy to cover all town heritage assets as this will be required to enable NSDC/NTC to bid for further grant monies.
- A town wide initiative to understand what visitors need/are looking for in terms of experience & service.
- Develop a detailed implementation plan for marketing the town's tourism assets and ensure that all future activity is aligned to this or resource reallocated to activity that is in alignment. Focus on cost effective marketing e.g. use of Social media and working with partners to amplify messages.

- Resolve issue of ownership and direction of Visit Newark website and identify a single promotional point which takes the lead on promoting the town, short & long term?
 - Joint ticketing
 - Consider relationship with Visit Nottinghamshire/VisitEngland and how to get the best out of these
- Explore potential for ‘pop up’ exhibitions on key story thematics.
 - Evaluate the potential to develop a Business Improvement District under the direction of the NMG.
 - Ensure that the plan has measurable outcomes via STEAM and local visitor experience/satisfaction surveys.
 - Signage – continue to review and develop the town’s signage & visitor welcome in response to user feedback.

Annually

- Instigate a process to evaluate all major projects inc. re-enactments etc. with appropriate feedback loop to inform future activity.
- Ensure that all activity that is supported in any way by the councils is in alignment with the strategy.
- Annual visitor survey to determine who is visiting and why.
- Invest in annual STEAM data, to monitor trends. (will never be absolute data as too small but can provide useful insight)

Medium term (1 – 3 years)

- Further develop the Heritage Forum and ensure that they own the emerging Heritage Strategy and its implementation. This will be a key document when it comes to submitting new grant applications.

- Once HLF has confidence in Castle project and the DMP is embedded then pursue an HLF 'Townscape like' bid.
- Work towards achieving Arts Council National Portfolio Organisation status for NCWC from 2022.
- Bid to Arts Council for Festival development. (understood that Palace Theatre team may be submitting bid for 2020 to celebrate centenary)
- Develop an Event/Festival strategy under the leadership of the NMG.
- Develop the retail/shopping offer and work on Sunday opening to bring in new out of town visitors.
- Develop the market square offer as a stand-alone destination.
- Maximise the potential of the Buttermarket space in terms of attracting visitors to the town – for example could be a venue for pop-up exhibitions on town history that are topical & of interest to visitors.
- NMG should consider the potential of improving the whole of the Sunday visitor experience as this is a significant gap in the current provision.
- NMG will also need to review the current night time economy and how best to support the private sector to enable its development, initially in relation to the local community, but with a view to longer term visitor potential.
- Museum Service to take the lead on capturing living history stories before they are lost forever.

Long term (3-5 years)

- Address shortage of accommodation/bed stock by actively seeking appropriate hotel brand/s to invest in the town. This would also be a way to improve the diversity of the offer available.
- Once confident that all previous recommendations have been implemented and are running smoothly then review the alternative management options for the heritage offer currently run by NSDC & NTC eg setting up a management Trust – this could potentially open up opportunities to bid for additional resources from outside Trusts.