

**NATIONAL CIVIL WAR CENTRE -
NEWARK MUSEUM**

FORWARD PLAN 2016 – 2020

Amended August 2017

Approved by Newark & Sherwood District Council

Date: 1 June 2016

Review Date: 1 June 2018

1.0 Museum's Statement of Purpose

The National Civil War Centre - Newark Museum has a dual purpose. The National Civil War Centre will provide a national focus on the key events of the British Civil Wars of the 17th century and their consequences for the nation and the wider world. The Newark Museum aims to tell the story of the district of Newark and its residents.

Our vision is that the National Civil War Centre - Newark Museum becomes fundamental to the identity of the nation and local residents by providing unique and inspiring cultural heritage experiences for all.

2.0 Review of Previous Forward Plan

As Millgate Museum closed in October 2012 many of the aims and objectives in the previous plan were linked to the site. See Appendix 2 for the status of the aims and objectives.

3.0 Current Situation

The National Civil War Centre - Newark Museum is a local authority managed museum with baseline funding coming from Newark & Sherwood District Council.

3.1 There has been a museum service in Newark since 1912. Other significant dates are:

- 1912 – 1974 Museum run by Newark Borough Council.
- 1974 Museum comes under the auspices of Newark District Council (now Newark and Sherwood District Council (NSDC)).
- 1977 Millgate Museum opened.
- 1994 Gilstrap Centre opened.
- 2004 Newark Museum closed, leaving Millgate Museum and the Gilstrap Centre.
- 2006 Resource Centre opened.
- 2012 HLF funding for development of National Civil War Centre - Newark Museum received.
- 2012 Newark Millgate Museum closed.
- 2013 Gilstrap Centre closed.
- May 2015 Opening of the new National Civil War Centre –Newark Museum
- March 2016 Integration of the Palace Theatre and National Civil War Centre – Newark Museum. Opening of new Visitor Information Centre.
- Nov 2017 Nationally Styled Accreditation received

3.2 The museum collection comprises over 87,000 objects including civil war items, archaeology, archives, art, social history, costume, natural science, photographs and local studies which are stored in the Resource Centre.

- 3.3 The Resource Centre is located in a purpose-built building on the District Council's Depot site. It was built in 2005 and opened to the public in January 2006. It houses the collection and a study room.
- 3.4 Newark Millgate Museum closed in 2012 with all efforts being re-directed into the National Civil War Centre - Newark Museum following a successful Heritage Lottery Fund (HLF) bid and the award of £3.5million towards its' development.. The new National Civil War Centre – Newark Museum opened to the public in May 2015.
- 3.5 17,000 objects were moved between Newark Millgate Museum and the Resource Centre with the assistance of volunteers who helped pack, unpack and update locations on MODES, the museum data base. This was achieved ahead of time and within budget.
- 3.6 Following the relocation of objects from Newark Millgate Museum, Newark and Sherwood Museum Service took the opportunity to assess and rationalise the collection to re-profile their scope and nature, so they would better reflect the aims of the service. This was undertaken in line with SPECTRUM guidelines and the Museums Association Disposal Toolkit. Many of the larger industrial and agricultural items were found new homes, with over 50% of the total objects being disposed of going to accredited museums. Those objects which could not be found a home were auctioned, with all proceeds being allocated to future object purchases to further enhance the 17th Century/Civil War collection.
- 3.7 As part of the move towards the National Civil War Centre - Newark Museum a staff re-structure was undertaken from April 2013 to meet the challenges of the new museum. All the key appointments were in place for the opening of the new Museum, and the job descriptions and roles have been amended to reflect the change in service direction. Members of the museum team play active roles within the local museum community with a member of museum staff being an active member of the Regional Emergency Disaster Squad whilst another member of staff is the Chair of the Nottinghamshire Heritage Forum. The Museum Service now has potential to shape regional direction and policies. A further restructure was undertaken in 2015 in advance of the merger with the Palace Theatre. This happened both physically with both buildings being joined, which created a new Visitor Information Centre and an all-day café. The staff structure was amended to reflect this new operating system; however the museum staffing structure and skills were maintained within this new way of operating.
- 3.8 Following the award of HLF funding, staff worked towards the interpretation, participation and learning requirements of the new National Civil War Centre - Newark Museum. This involved consultation with academic and learning panels, which provided advice and support on the interpretation text and direction, and the learning offer. Learning sessions and the materials required to support them, including replica armour and costume, were procured and developed and are now currently in use at the new Museum. A programme of talks and tours continue to be undertaken to promote and publicise the new

museum including consultation with members of the public from across the region. The National Civil War Centre has also been widely publicised nationally via radio, television, newspapers and social media. Since opening we have staged three successful large Civil War re-enactment events, which have brought thousands of visitors into the town to see the Civil War heritage. Partnerships have been established with Naseby Battlefield Project, Worcester Battlefield Society, the Cromwell Museum, Cromwell's House and the Battlefields Trust to further the aims of the National Civil War Centre and to research and educate the public about this key event in our national story. Two members of staff are currently joint Chairmen of the Battlefields Trust East Midlands Region.

- 3.9 The service is proactive when it comes to volunteer recruitment. We aim to recruit and retain our volunteers and actively evolve the volunteer programme, working with local schools and colleges to create effective programmes which will be mutually beneficial. Some volunteers currently work on collections, learning and participation and the new museum site has doubled the amount of volunteering opportunities available, whilst expanding the roles they can undertake. The service is also looking to diversify the demographic nature of the volunteers to be truly reflective of the community. All volunteers receive an induction, appropriate training and support, along with ongoing evaluation meetings with a designated staff mentor.
- 3.10 Over the last five years we have developed a number of highly successful partnerships with other museums and organisations, sharing skills and best practice and inputting in to the museum sector by taking an active role in ground breaking projects. Examples of this include the People and Place and Talking Objects Projects undertaken in partnership with the British Museum and six other hub museums throughout the UK and working with difficult to reach young people, including those with learning difficulties. These have led to the service participating in national initiatives in a positive way and have built upon earlier successes with the Museummaker project which in turn has led to the museum service being more outward facing. This is demonstrated by the innovative Flying Objects Programme which consists of 8 cases which can be booked for a period of time and left in public spaces, such as libraries, banks etc. and house a selection of museum objects. This programme has allowed us to work with previously untapped audiences such as the business and finance community. The Talking Objects methodology has been used in the development of a Civil War Discovery Box which has assisted the training of volunteers at the new museum.
- 3.11 The Museum Service has also maintained its existing partnerships with local museum services of varying sizes such as Newark Town Hall Museum, Newark Heritage Barge, the National Holocaust Centre and Museum, Gainsborough Heritage Centre and Spalding Gentlemen's Society. The museum has also proactively sought to expand these partnerships by working with the National Trust to provide loans to the Newark and Nottinghamshire Agricultural Society, Hardwick Hall as well as sharing skills and expertise with the Southwell Workhouse.

3.12 Previously the Museum Service initiated successful partnerships within the academic sector, making new links with Sheffield, Leicester, Bradford and Nottingham Universities, with research into our Civil War collections being expanded via placement programmes. This level of academic engagement with the museums service and its' collections is something which we will be looking to expand further in the future. We have hosted Museum Studies students from the University of Leicester. We have also maintained relationships with Bishop Grosseteste University which has seen a group of international interns placed with us for six weeks per year over the last four years. We have a long term formal partnership with the University of Lincoln conservation course, which is mutually beneficial as students use our objects to work on at their department as part of their practical work, alongside placements with us to work on objects in situ. They have assisted with the forming of an Integrated Pest Management Plan, conducted condition checking and one of their graduates has become a long term volunteer working on conservation of the collection.

3.13 SWOT/PESTLE Analysis

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. This is to identify the good and improvable aspects of the Museum Service, and any external threats.

Strengths	Weaknesses
HLF funding, support from senior management/NSDC Councillors.	Staffing structure lacks resilience to cope with illness or long term absence.
Support of the local community, business community, academic panel and other Civil War related sites across the country.	Elements of the documentation of the collections need improvement.
Newly renovated and fitted out museum with new exhibition spaces, cases, environmental monitoring and security systems.	Current lack of online availability of the collection.
Being the only centre dedicated to the British Civil Wars.	Lack of dynamism in the online presence.
A research facility, which we hope will become the 'go to' place for information regarding the Civil Wars.	Relatively low local population level.
Publicity across national and local press and media.	Different heritage sites within the Newark area (e.g. Museum, Queen's Sconce, Castle grounds) currently managed via different council departments
Experienced, qualified and committed staff, experienced in rationalisation and disposals.	

<p>Staff involved externally in regional museum and heritage organisations.</p> <p>Volunteers with wide ranging skills and experience.</p> <p>Breadth of collections including internationally and nationally significant objects, archives and art work.</p> <p>Resource Centre as a repository for the reserve collection is purpose built and environmentally controlled and recognised within the East Midlands as being best practice for other museums.</p> <p>Innovative and exciting programme of events, exhibitions and education activities.</p> <p>Recent changes to the National Curriculum focus education on the British Civil War period.</p>	
<p style="text-align: center;">Opportunities</p> <p>Attract new audiences both in person and via the online offer.</p> <p>Shape and lead education and learning about the Civil Wars locally and nationally led by the changes to the National Curriculum.</p> <p>Engage academics, students and members of the public in conference and debate around the Civil Wars and their effects today.</p> <p>Lead on comparisons between the British Civil Wars and contemporary civil wars today.</p> <p>Attract reciprocal loans with other heritage sites and museums, including national museums.</p> <p>Increase partnership working with other museums and universities.</p>	<p style="text-align: center;">Threats</p> <p>Uncertainty over the structure of local government in the future.</p> <p>Funding cuts to local government.</p> <p>Anticipated visitor figures not being met.</p> <p>Restricted available space in Resource Centre, in particular for archaeology deposits</p> <p>Turnover of volunteers / aging collections volunteers.</p> <p>Potential changes to National Curriculum.</p> <p>Changes to schools governance and funding on a national level. i.e. moves to Academies.</p> <p>Increasing costs of transport for both visitors and school groups.</p>

Collection needs to be refocused and strengthened to reflect the national Civil War identity.	
'Nationally Styled' accreditation	

4.0 **Consultation and Feedback**

4.1 As part of the promotion of the National Civil War Centre - Newark Museum an enthusiastic social media audience has been developed and continues to grow. A media campaign embracing local, regional and national T.V, radio and newspapers has led to consultation with a wide audience who have been supportive of the aims of the National Civil War Centre. An academic panel was created early in the development programme, consisting of experts on the Civil Wars, including published authors and university academics that advised and commented on the direction of the interpretation in the National Civil War Centre and the creation of a learning resource that can be available to researchers nationwide. The academics are all extremely enthusiastic that a National Civil War Centre be created as there is nowhere else nationwide that addresses this key element in the development of our nation. Consultations were also held with local groups such as Newark Archaeological and Local History Society (NALHS), Farndon Archaeological Research Institute (FARI), Newark Civic Trust, local schools, businesses and adult education groups. All embraced the concept of both the National Civil War Centre - Newark Museum and are extremely supportive. Local businesses see the benefit of an attraction on this scale which will have huge benefits to the local economy.

Year	Users Incl. Learning And Participation, Promotional Talks, Enquiries Discovery Boxes, Group Visits And Enquiries	Flying Objects User Numbers From 2013 Only	Social Media Twitter Followers From 2012	Internet Hits	Volunteer And Placement Hours
2010	11,225	0	0	24,592	1,623
2011	7,226	0	0	24,285	1,910
2012	5,576	0	390	15,763	2,132
2013	9,404	26,021	1,268	26,185	1,989
2014	10,200	28,752	3,652	28,354	3795
2015	24,681	17,823	5,456	24,225	4352
2016	31,000	17,985	6,800	112,846	9066

Table 1. Current Usage Statistics

5.0 Key Aims

- 5.1 We aim to retain 'Nationally Styled' Arts Council England (ACE) accreditation status for the National Civil War Centre and-Newark Museum.
- 5.2 We aim to continually engage new audiences with new and dynamic permanent and temporary exhibitions, learning programmes, re-enactments and conferences on both the Civil Wars nationally and the history of Newark and the surrounding area.
- 5.3 We aim to continue to add to the now established Civil War resource consisting of an archive of printed material relating to the Civil Wars and access to digital data. This is available to academic researchers and members of the public on an appointment basis. We aim to become the 'go to' place for information regarding the Civil Wars and be able to signpost other Civil War sites across the country and other sources of information.
- 5.4 We aim to continue to work closely with other Civil War sites, academics, universities and battlefield societies to establish a network that can mutually support each other in furthering the available knowledge and promoting interest and understanding of the Civil Wars.
- 5.5 We aim to continue to proactively support programmes to develop and publish original research on the British Civil Wars and their impact and relevance to the present day.
- 5.6 We aim to continue to improve the quality and re-balance the nature of the collections. The museum will proactively seek to collect nationally and internationally significant 17th Century and British Civil War artefacts and archives.
- 5.7 We aim to develop our working partnership with the Royal Armouries (Leeds) through joint conferences and study days, and a joint publication on Civil War arms and armour.
- 5.8 We aim to continue our partnership with the University of Lincoln Conservation Department and other conservators for mutual advantage, enabling students to work on museum objects, whilst enabling us to maintain a rolling programme of conservation of the collection.
- 5.9 We aim to continue to work closely with local history and archaeological groups to investigate and make public the history of Newark and the surrounding area.
- 5.10 We aim to continue to enable volunteers to be more actively involved in the museum offer and will strive to diversify the volunteer demographic.
- 5.11 We aim to create meaningful links to unify museum collections and learning programmes with other Civil War sites in the town.

- 5.12 We aim to develop, increase and diversify community engagement within the Museum and will look to increase our various community engagements via the formulation of Acquisition and Disposal Panels and Young Curators Groups to ensure the Museum reflects its community.
- 5.13 We aim to provide a sustainable service and to minimise the environmental impacts of our operations.

6.0 Objectives

6.1 Retaining Nationally Styled accreditation for the National Civil War Centre - Newark Museum.

6.2 Engaging new audiences.

- The objective is to engage current and new audiences through dynamic, challenging and exciting permanent and temporary exhibitions. Newark and the surrounding area played a key role in the British Civil Wars and the aim is to utilise the surviving earthworks, built heritage and the National Civil War Centre to tell this story through engaging, thought provoking and challenging permanent and temporary exhibitions involving our nationally and internationally important collection and key loans. A number of loans from national and other museums, including the Royal Armouries Leeds, Science Museum (Wellcome Collection), Shakespeare Birthplace Trust and Museum of London were arranged.. Building on the partnership established with the British Museum through the People & Place and Talking Objects projects, we established a series of spot loans in return for the loan of the Newark Torc, which was displayed at the British Museum and hosted part of a major touring exhibition in 2015. The exhibition explored Celtic art and was shown at the National Museum of Scotland and the British Museum. There are four temporary galleries in which we will develop a rolling programme of exhibitions which will include those based on elements of our collections, touring exhibitions from national museums such as the Victoria and Albert Museum. Our first temporary display was a commissioned exhibition by Magnum, a co-operative photographic agency, exploring contemporary Civil Wars. We are exploring opportunities to tour this exhibition both nationally and internationally. The second temporary exhibition was 'The Art of War', showcasing the Civil War art of Graham Turner, alongside related Civil War artefacts. The next temporary exhibition was entitled 'Battle Scarred' and focused on the medical and welfare care of the British Civil Wars in liaison with University of Leicester. After initially being displayed over four rooms it was condensed into two rooms to make room for our current temporary exhibition entitled Shifting Sands – Lawrence of Arabia and the Great Arab Revolt. This is the result of 10 years archaeological research in the Jordanian desert and we have been able to secure loans from the British Museum, Imperial War Museum, Bank of England Museum, Palestine Exploration Fund, Oxfordshire Museums and private lenders. We are working on plans to turn two of the temporary exhibition galleries into permanent galleries on the theme of 'A World Turned Upside Down',

which will look at the breadth of new ideas that came out of the Civil Wars in areas such as politics, religion, censorship, science etc.

- The objective is to continue to develop a comprehensive Civil War learning service with a range of programmes and activities for both formal and informal learners as well as a local history focused learning programme. The service will make use of the Museum's dedicated learning spaces as well as the galleries, local heritage and surviving earthworks to provide object focused, interactive and engaging learning sessions. We aim to be the leading service for curriculum focused heritage based Civil War learning. A series of Discovery Boxes already exist, which are being reviewed and redeveloped alongside the creation of new learning resources and activities. Several new learning programmes have already been created in conjunction with the learning panel. Additional information can be found in the Learning and Participation Plan.
- The objective is to establish a programme of re-enactments and conferences on the Civil Wars nationally. The first Civil War conference took place in 2015, titled Mortality, Care and Military Welfare during British Civil Wars. In 2017 the Battlefields Trust held its AGM and Conference here and the British Commission for Military History also held a Civil War related conference. Re-enactments have taken place involving the Sealed Knot and English Civil War Society, who staged a successful re-enactment to mark the opening of the new museum in 2015 and marked the 370th anniversary of Newark's surrender in 2016. This has now become an annual event with the title 'Pikes and Plunder'. We will engage members of the academic panel, other experts in this field or from related organisations, such as the Battlefields Trust, to present papers and be involved in the conferences. The intention is to publish papers presented during conferences either on line, as an annual publication or both. The publication of the papers from the initial conference will be published as a book later in 2017.

6.3 Establishing a Civil War resource.

- The objective is to continue to add to the Civil War resource consisting of an archive of printed material relating to the Civil Wars and access to digital data. We have catalogued the donation of two libraries of Civil War related books and documents as well as those belonging to NCWC. We have purchased a number of significant primary source books and documents including some of national significance. In addition we have negotiated access to the papers captured at the Battle of Naseby (1645) held by the Parliamentary Archives. These are available to researchers digitally and we anticipate building on this resource. The resources are available to academic researchers and members of the public on an appointment basis. We aim to become the 'go to' place for information regarding the Civil Wars and be able to signpost other Civil War sites across the country and other sources of information available to researchers.

6.4 Establishing a mutually supportive Civil War related network.

- The objective is to establish a mutually supportive Civil War related network consisting of other Civil War sites, academics, universities and battlefield societies to further the available knowledge and promote interest and understanding of the British Civil Wars. The academic panel have provided advice and guidance on the interpretation of the Civil Wars and continue to be actively and enthusiastically involved. We have established partnerships with Naseby Battlefield Project and the Battle of Worcester Society for mutual benefit and so that we can signpost each other. Two members of staff are currently joint Chairmen of the Battlefield Trust in the East Midlands and the National Civil War Centre has the backing and support of the Trust. We have existing partnerships with Sheffield and Leicester Universities and we are looking to formalise partnerships with other universities. The University of Leicester has recently received funding for a four year AHRC project entitled Welfare, Conflict and Memory, which will explore petitions across English counties. The results will be published on a website. This project will be conducted in conjunction with NCWC.

6.5 Publishing original research.

- The objective is to publish original research on the British Civil Wars and their impact and relevance to the present day. Students from Sheffield University have researched a number of topics related to the Civil War including the identity and careers of printers and publishers of tracts. This has brought to light the role of women in the publishing trade and may be the basis of further research in conjunction with the university. It is intended to publish their research either in a journal or digitally via our website. Articles have been published in *Battlefield*, the Battlefield Trust's quarterly magazine and further articles will be published. In conjunction with Dr. Andrew Hopper from the University of Leicester and Dr. Eric Gruber von Arni, guest curators of the 'Battle Scarred' exhibition, an exhibition catalogue has been published, which is available to visitors and a book based on the initial conference will be published later in 2017. NCWC has also entered into a partnership with Nick Lipscombe to produce a Civil War Atlas, which should be published in 2020.

6.6 Improving the nature and quality of the collection.

- The objective is to proactively seek to collect nationally and internationally significant 17th Century and British Civil War artefacts and archives. Whilst the collection includes nationally and internationally important Civil War related objects we recognise the need to significantly strengthen the collection. Recent acquisitions have included Civil War arms and armour, books, including a copy of *Eikon Basilike* which once belonged to Charles II library. Particular areas we will concentrate on include; domestic items, printed matter including propaganda and the spread of political theories and medical items.

- We will continue to collect items of significance to Newark and the surrounding area, including items related to the Treasure Act and other objects that will enhance the collection, enabling us to tell the story of the history of the area.
- The budget for acquisitions is £9500 and will continue to be held at this level to enable us to add to our collection. If necessary extra central funding can be requested for significant items. We have also been able to ask the Friends of NCWC to purchase objects on our behalf. In the past few years this has included the Warburton Seal and a medieval gold ring. This represents a serious commitment to refocusing and developing the collection. More information will be found in the Collections Management Plan.

6.7 Maintaining and improving relationship with conservators.

- The objective is to strengthen our long standing partnership with the University of Lincoln Conservation Department, which has been formalised. They have been working with us since 2002. In the past they have assisted in setting up an integrated pest management system at the Resource Centre, condition checking onsite, redesigning costume covers, packing and shipping objects from Newark Museum. They currently loan receive objects from the Resource Centre to work on at the university and have used these as their exam test pieces. This delivers mutual benefit as it enables students to work on museum objects, whilst enabling us to maintain a rolling programme of conservation of the collection. We intend to formalise these relationships in accordance with the Conservation Plan and Display Plan. Until earlier in 2017 we had hosted a graduate from the Masters course as a volunteer who assisted in condition checking and conserving objects for display.

6.8 Investigating and making public the history of Newark and surrounding area.

- The objective is to continue to investigate and make public the history of Newark and the surrounding area. We will achieve this by continuing to work closely with local history groups such as Newark Archaeological and Local History Society (NALHS), Newark Photographic Society and archaeological groups such as Farndon Archaeological Research Institute (FARI). In recent years FARI have discovered a late Upper Palaeolithic site, dated to around 14,000 years ago. The finds are due to be deposited with the Museum Service and will allow us to push back the earliest history of the area. We will actively engage and encourage local groups to make use of the spaces at the museum and assist in placing the museum at the heart of the local community.

6.9 Enabling volunteers to be more actively involved and diversifying the volunteer demographic.

- The objective is to enable volunteers to be more actively involved in the museum offer. Volunteer roles have been significantly expanded from their

primarily collections based history. Roles now offered include gallery and tour guides, learning and participation assistants, events assistants, living history interpreters, front of house welcome hosts, marketing, social media and website and gardening and grounds maintenance as well as retaining the existing roles in collections documentation, Modes inputting and research.

- The objective is to diversify the volunteer demographic to make it representative of the district. We will achieve this by actively making the volunteer offer more attractive to both all and from a wider geographical area.

6.10 Creating a single offer uniting the museum, built heritage and Civil War earthworks.

- The objective is to unify museum collections and learning programmes with other civil war sites in the town. Currently Newark Castle and the Queens Sconce, considered by many to be the best preserved 17th century earthwork in the country, are managed by different departments within Newark and Sherwood District Council. We have linked the Civil War aspects of the sites through the town trail and augmented reality trail, downloadable as an app from the National Civil War Centre. The trail also includes buildings that have survived since the Civil War, including the Governor's House, the former Charles I Coffee House and St Mary Magdalene Church and tells related stories at each location.

6.11 Developing, increasing and diversifying community engagement with the museum service.

- The objective is to develop, increase and diversify community engagement with the museum by providing exciting and innovative programmes for the community to be involved with.
- We will formulate an Acquisition and Disposal Panel who will be involved in collections development. The panel will include members who can analyse sales/auction catalogues and inform us when Civil War related objects are available for acquisition as well as advising on disposals as we continue to refocus the collection.
- We will form a Young Curators Groups to investigate and advise on elements of the collection and exhibitions that will attract their peers, thus ensuring that the Museum reflects its community.

6.12 Providing a sustainable service and minimising the environmental impacts of our operations.

To meet our environmental commitment we will

- Meet and, where possible, exceed all current and future European and national environmental legislative and regulatory requirements.

- Adopt best operational practices to reduce environmental impacts of our activities and policies.
- Measure and take action to reduce the carbon footprint of our activities and ensure our buildings and services are able to adapt to climate change.
- Monitor, manage and minimise our use of energy and water.
- Minimise the environmental impact of travelling between home and our venues and other venues on business.
- Minimise the amount of waste produced and encourage greater reuse and recycling.
- Ensure environmental,, criteria are taken into account in the procurement of goods and services.
- Consider environmental factors in our decisions and activities including giving due consideration to environmental issues and energy performance in the design, refurbishment, and use of our buildings.
- Develop and train our employees to conduct their activities in an environmentally responsible manner.

7.0 Resource Plan

7.1 A table showing the Resource Plan is at Appendix 1. The National Civil War Centre and Newark Museum is funded by Newark and Sherwood District Council. Revenue from ticket sales, participation and learning sessions, outreach and retail will be fed back into central funds for reallocation.

7.2 Staffing Structure.

This table shows the staffing structure and initials used in Appendix 1. The full staffing structure is at Appendix 3.

Name	Initials	Role	Hours per week
Carys Coulton-Jones	CCJ	Business Manager - Heritage, Culture and Visitors	37
Carol King	CK	Assistant Business Manager – Heritage, Culture and Visitors	37
Glyn Hughes	GH	Team Leader - Exhibitions and Collections	37
Vacant		Team Leader – Learning and Participation	37
Andrea Smedley	AS	Operations Manager	37
Mark Williamson	MW	Operations Manager	37
Laura Dunn Linsey	LDL	Operations Manager	30
Rachel Rich	RR	Business Support Officer	30

Vacant		Duty Manager	20
Genevieve Taylor	GT	Marketing Assistant	37
Kevin Winter	KW	Exhibitions and Collections Assistant	18.5
Denise Greany	DG	Learning and Participation Assistant	18.5
Adam Nightingale	AN	Learning and Participation Assistant	18.5
Rose Maxwell	RM	Visitor Information Centre Assistant	34
Tiff Marsden	TM	Visitor Information Centre Assistant	24
Sarah Skedge	SS	Visitor Information Centre Assistant	16
Lucy Jones	LJ	Visitor Information Centre Assistant	28
Claire Spratt	CS	Visitor Information Centre Assistant	16

**National Civil War Centre & Newark Museum
Resource Plan 2016-2020**

Key Aim	Objective	Task	Timescale	Staffing	Funding
	6.1 The objective is to continue the integration of the museum facility with the Palace Theatre next door and evolve the operating procedures.	Provide a joined up cultural offer. Provide a daytime/evening food and drink offer.	Achieved	As above	NSDC
5.2 Achieve accreditation for the National Civil War Centre - Newark Museum	6.2 The objective is to gain ACE 'Nationally Styled' accreditation status for the National Civil War Centre – Newark Museum	Write policies/plans and provide evidence to achieve nationally styled accreditation.	Achieved November 2017	GH KW CK	NSDC annual revenue budget
5.3 Engage new audiences.	6.3 The objective is to engage current and new audiences through dynamic permanent and temporary exhibitions.	Provide permanent and temporary exhibitions within both the Civil War and Newark galleries. Utilise the surviving earthworks, built heritage and the National Civil War Centre to tell the Civil War story through engaging and challenging permanent and temporary exhibitions involving our internationally and nationally important	Ongoing	GH KW CK	HLF & NSDC as part of £6 million project.

		<p>collection and key loans.</p> <p>Develop and implement a rolling programme of exhibitions in the temporary galleries which will include those based on elements of our collections, touring exhibitions from national museums, commissioned exhibitions.</p>	Ongoing for temporary exhibitions.	GH KW CK	NSDC annual revenue budget. £25K for 2016 £30K for 2019
	6.3 The objective is to develop learning programmes that will appeal to a range of both children and adult learners.	<p>Continue to develop learning programmes based on the Civil War, which is now part of the National Curriculum as well as other learning programmes and activities aimed at both schools and adult learners.</p> <p>Upgrade the series of existing Discovery Boxes and develop further resources to facilitate learning activities</p>	Ongoing	CK DG AN	NSDC annual revenue budget.
	6.3 The objective is to establish a programme of re-enactments and conferences on the Civil Wars nationally.	<p>Establish a Newark re-enactment as an annual event.</p> <p>Develop and implement plans for an annual Civil War conference.</p>	<p>Achieved</p> <p>Ongoing</p>	GH CK	NSDC annual budget

5.4 Establish a Civil War resource	6.4 The objective is to establish a Civil War resource consisting of an archive of printed material relating to the Civil Wars and access to digital data.	<p>Continue to develop a library and digital resource and make them available to researchers on an appointment basis.</p> <p>Become the 'go to' place for information regarding the Civil Wars and be able to signpost other Civil War sites across the country and other sources of information available to researchers.</p>	<p>Achieved</p> <p>Ongoing</p>	GH KW	NSDC annual revenue budget and Wolfson Foundation grant funding.
5.5 Establish a mutually supportive Civil War related network.	6.5 The objective is to establish a mutually supportive Civil War related network consisting of other Civil War sites, academics, universities and battlefield societies to further the available knowledge and promote interest and understanding of the British Civil Wars.	<p>Continue to engage the academic panel in providing advice and guidance on the interpretation of the Civil Wars.</p> <p>Actively maintain partnerships with Naseby Battlefield Project and the Battle of Worcester Society for mutual benefit and so that we can signpost each other.</p> <p>Maintain and strengthen partnership with the Battlefield Trust</p> <p>Maintain and strengthen partnerships with</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>GH KW CK</p> <p>GH KW CK</p> <p>GH KW</p> <p>GH KW CK</p>	<p>NSDC annual revenue budget – website development, marketing budget.</p> <p>NSDC annual revenue budget plus funding from</p>

		Sheffield and Leicester Universities.			universities
5.6 Publish original research on the British Civil Wars and their impact and relevance to the present day.	6.6 The objective is to publish original research on the British Civil Wars and their impact and relevance to the present day.	<p>Publish research by students from Sheffield University on topics related to the Civil Wars.</p> <p>Enable further research into the role of women in the Civil Wars.</p> <p>Produce and publish articles for <i>Battlefield</i>, the Battlefield Trust's quarterly magazine.</p> <p>In conjunction with Andrew Hopper from the University of Leicester publish a book based on the initial conference papers.</p> <p>In conjunction with Nick Lipscombe research and publish a Civil War atlas</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Late 2017</p> <p>2020</p>	GH KW CK	<p>NSDC annual revenue budget plus funding from universities.</p> <p>Battlefield Trust and funding from University of Leicester</p> <p>University of Leicester</p> <p>Osprey Publishing</p>
5.7 Improve the quality and re-balance the nature of the collections.	6.7 The objective is to proactively seek to collect internationally and nationally significant 17 th Century and British Civil War artefacts and archives. .	We will significantly strengthen the collection through purchases from collectors, auction houses or other museums who may be disposing of their collection. Particular areas we will	Ongoing	GH KW Volunteers	<p>NSDC.</p> <p>£9.5K available annually.</p>

		concentrate on include; domestic items, printed matter including propaganda and political theories, medical items and arms and armour.			
	6.7 The objective is to continue to collect items of significance to Newark and the surrounding area.	We will continue to collect objects that will enhance the collection and enable us to tell the story of the history of the area. These will include items related to the Treasure Act and other objects in line with our Collections and Development Policy.	Ongoing	GH KW Volunteers	NSDC As above. Donations
5.8 Maintain and formalise our partnership with the University of Lincoln Conservation Department and other conservators for mutual advantage.	6.8 The objective is to strengthen and formalise our partnership with the University of Lincoln Conservation Department.	Formalise the relationship in accordance with the Conservation and Display Plans. Enable students to work on museum objects whilst maintaining a rolling programme of conservation of the collection.	Complete Ongoing	GH KW	NSDC annual revenue budget / University of Lincoln
	6.8 The objective is to utilise volunteers experience and knowledge to conserve our collection.	Use current volunteer's skills for condition checking and conserving objects that will be displayed as part of the exhibitions.	Ongoing	GH KW Volunteers	NSDC annual revenue budget

<p>5.9 Work closely with local history and archaeological groups to investigate and make public the history of Newark and the surrounding area.</p>	<p>6.9 The objective is to continue to investigate and make public the history of Newark and the surrounding area.</p>	<p>Continue to work closely with local history groups such as Newark Archaeological and Local History Society (NALHS) and archaeological groups such as Farndon Archaeological Research Institute (FARI).</p> <p>We will actively engage and encourage local groups to make use of the spaces at the museum and place the museum at the heart of the local community.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>GH KW CK</p> <p>GH KW CK</p>	<p>NSDC annual revenue budget.</p> <p>NSDC annual revenue budget offset by charges for facilities.</p>
<p>5.10 Enable volunteers to be more actively involved in the museum offer and diversify the volunteer demographic.</p>	<p>6.10 The objective is to diversify the volunteer demographic to make it representative of the district.</p>	<p>Make the volunteer offer more attractive to all.</p>	<p>Ongoing</p>	<p>AS GH KW</p>	<p>NSDC annual revenue budget</p>
<p>5.11 Create a single offer uniting the museum and other Civil War sites in the town..</p>	<p>6.11 The objective is to unify museum collections and learning programmes with other Civil War sites in the town.</p>	<p>Unify Newark castle and the Queens Sconce, which are currently managed by different departments within Newark and Sherwood District Council, by linking the Civil War aspects of the sites through the</p>	<p>Augmented Reality Trail complete. Work ongoing to unify the offer between NCWC, Castle and Queen's Sconce.</p>	<p>GH, KW, CK</p>	<p>NSDC plus Nottinghamshire County Council Capital grant (£320K) for augmented reality trail.</p> <p>We are working closely with the Newark Castle project</p>

		town trail and augmented reality trail downloadable as an app from the National Civil War Centre. The trail also includes Civil War related buildings, including the Governor's House, Charles I Coffee House and St Mary Magdalene Church.			who have funding from the Gilstrap Trustees.
5.12 Develop, increase and diversify community engagement with the museum.	6.12 The objective is to put the community at the heart of the Museum Service to ensure the museum reflects its various communities.	Develop, increase and diversify community engagement with the museum by providing exciting and innovative programmes for the community to be involved with.	Ongoing	All	NSDC annual revenue budget
	6.12 The objective is to formulate an Acquisition and Disposal Panel.	Form an Acquisitions and Disposal panel from museum volunteers and Friends of the National Civil War Centre – Newark Museum and invite new members of the community to become involved. The panel will be involved in decisions relating to collections development. The panel will include members who can analyse sales/auction	Ongoing	GH KW CK	NSDC annual revenue budget

		catalogues and inform us when Civil War related objects are available for acquisition as we continue to refocus the collection.			
	6.12 The objective is to form a Young Curators Groups.	Form a Young Curators Group to investigate and advise on elements of the collection and exhibitions that will attract their peers, thus ensuring that the Newark Museum reflects its' community.	Ongoing	GH KW CK	NSDC annual revenue budget
5.13 Provide a sustainable service and minimise the environmental impacts of our operations.	6.13 The objective is to meet and, where possible, exceed all current and future European and national environmental legislative and regulatory requirements.	To meet and, where possible, exceed all current and future European and national environmental legislative and regulatory requirements.	Ongoing	All staff	NSDC annual revenue budget
	6.13 The objective is to adopt best operational practices to reduce environmental impacts of our activities and policies.	Adopt best operational practices to reduce environmental impacts of our activities and policies.	Ongoing	All	NSDC annual revenue budget

	6.13 The objective is to measure and take action to reduce the carbon footprint of our activities and ensure our buildings and services are able to adapt to climate change.	Measure and take action to reduce the carbon footprint of our activities and ensure our buildings and services are able to adapt to climate change.	Ongoing	All	NSDC annual revenue budget
	6.13 The objective is to monitor, manage and minimise our use of energy and water.	Monitor, manage and minimise our use of energy and water.	Ongoing	All	NSDC annual revenue budget
	6.13 The objective is to minimise the environmental impact of travelling between home and our venues and other venues on business.	Minimise the environmental impact of travelling between home and our venues and other venues on business.	Ongoing	All	NSDC annual revenue budget
	6.13 The objective is to minimise the amount of waste produced and encourage greater reuse and recycling.	Minimise the amount of waste produced and encourage greater reuse and recycling.	Ongoing	All	NSDC annual revenue budget
	6.13 The objective is to ensure environmental criteria are taken into account in the procurement of goods and services.	Ensure environmental criteria are taken into account in the procurement of goods and services.	Ongoing	CCJ CK GH MW KE	NSDC annual revenue budget

	6.13 The objective is to consider environmental factors in our decisions and activities including giving due consideration to environmental issues and energy performance in the design, refurbishment, and use of our buildings.	Consider environmental factors in our decisions and activities including giving due consideration to environmental issues and energy performance in the design, refurbishment, and use of our buildings.	Ongoing	CCJ CK GH KW KE	NSDC annual revenue budget
	6.13 The objective is to develop and train our employees to conduct their activities in an environmentally responsible manner.	Develop and train our employees to conduct their activities in an environmentally responsible manner.	Ongoing	CCJ CK GH MW KE	NSDC annual revenue budget

Aim	Objective	Key Task	Timescale	Achieved/Not Achieved
Improving the visitor experience	Developing the workforce	Staff training needs to be identified through monthly team meetings and annual performance appraisals	Annually	Continuing
		Training to be delivered internally within museum service and/or NSDC and/or through specialist external training supplier	Annually	Continuing
		Training needs of volunteers to be reviewed and delivered annually	Annually	Continuing
	Improving physical accessibility of sites	Obtain updated access audit of sites with regard to DDA	2006	Achieved
		Work through Access for All Toolkit Action Plan to improve service delivery	2006-2007	Achieved
		Re-design the entrance area at Newark Millgate Museum to provide a welcoming environment for visitors with eye-catching displays to orientate visitors, activity area, shop and café.	2006-2007	Overtaken by events due to closure of Millgate Museum.
	Improving the exhibition programme	Develop and implement a programme to re-organise and re-display the galleries at Newark Millgate Museum	2006-2011	Overtaken by events due to closure of Millgate Museum.
		Develop a temporary exhibitions programme which takes into account the need for in house exhibitions, community exhibitions and exhibitions by individual artist and craftspeople at Newark Millgate Museum	2006>	Overtaken by events due to closure of Millgate Museum.
		Determine future use of the Reading Room Gallery at the Gilstrap Centre	2007>	Overtaken by events due to closure of Gilstrap Centre.
		Produce a brief for the replacement to the Castle and Conflict Exhibition at the Gilstrap Centre	2009	Overtaken by events due to closure of Gilstrap Centre.
	Improving signage to and at sites	Liaise with NCC, Economic Regeneration and Planning to examine possible improvements to directional and entrance signage at Newark Millgate Museum and the Gilstrap Centre	2006-2007	Overtaken by events due to closure of Millgate Museum and Gilstrap Centre.
		Develop trails and sign posting projects with external partners	2007-2011	Complete

		Improve internal signage at Newark Millgate Museum to orientate visitors	2007	Overtaken by events due to closure of Millgate Museum.
	Meeting customer needs and expectations	Consult with users and non-users on the programme to re-display Millgate	2007	Overtaken by events due to closure of Millgate Museum.
		Display customer comments forms at each site and as part of events	Ongoing	Ongoing
		Ensure customer feedback is fed into team meetings each month	Ongoing	Ongoing
		Ensure customer comment forms are responded to in accordance with corporate procedures	Ongoing	Ongoing
		Continue to run Education Fora for primary and secondary schools	Ongoing	Ongoing for new museum
		Establish a Community Forum and develop more formal partnerships with local groups and organisations	2006-2007>	Ongoing for new museum
		Establish a Young Curators Group to represent young people's views, to act as critical friends of the museum service and to produce temporary exhibitions using collections as inspiration	2006>	Ongoing for new museum
		Constitute the museum service Friends group in order for the group to be more actively involved in the museum service	2007	Complete
		Develop audience development and marketing plans	2007	Ongoing for new museum
		Improve museum retailing	2006>	Ongoing for new museum
Improve access to the collection	Developing the education and outreach programme	Continue to develop educational resources linked to National Curriculum.	Ongoing	Ongoing for new museum
		Improve older discovery boxes and produce new boxes to an agreed local standard.	Ongoing	Ongoing for new museum
		Continue to offer education sessions for Key Stages 1, 2 & 3 on various themes.	Ongoing	Ongoing for new museum
		Continue to offer art and craft workshops, linked to the collections, during school holiday periods.	Ongoing	Overtaken by events due to closure of Millgate Museum.
		Develop local competitions and trails for visitors - especially in holiday periods.	Ongoing	Overtaken by events due to closure of Millgate Museum.
		Continue to offer outreach programme to schools, community groups and older people.	Ongoing	Ongoing for new museum
		Develop links with the local LEA	2006-07	Ongoing for new museum

	Developing the Resource Centre	Develop a programme of specialist open days	2007>	Complete
		Develop the links established with University of Lincoln Conservation Course	2006>	Complete
	Developing the online collection	Continue to work with schools, groups and individuals as part of the website development group	Ongoing	Ongoing for new museum
		Review staffing resource in order to be able to deliver online project	2006-07	Unable to complete
		Develop project proposal with regional partners for development of oral and video archiving to be complementary to online scheme	2008	Regional project cancelled
Developing, preserving and raising the profile of local heritage	Acquisitions & Disposals	Establish an Acquisitions and Disposals Group to proactively manage collections.	2007	Ongoing for new museum
		Devise and implement collections development projects, for example contemporary collecting	2008	Complete
		Continue to support local groups and societies with their own collecting of objects, knowledge and information	Ongoing	Ongoing for new museum
		Work in partnership with local groups to develop specific projects	ongoing	Ongoing for new museum
	Developing the recording of reminiscence	Develop use of written, video and oral archives	2008>	Unable to complete
		Develop links with local reminiscence groups	Ongoing	Unable to complete
	Raising the profile of local history and heritage	Develop special themed events and talks which raise the profile of local history across the district	Ongoing	Ongoing for new museum
Positioning the service for 21 st century	Developing appropriate Performance Indicators	Look at local authority family group and regional partners to develop local indicators appropriate to the service	2006>	Ongoing for new museum
		Look at IL4A, etc. and comparative benchmark data by which service improvements can be measured	2006>	Unable to complete
		Gain Accreditation for Newark Millgate Museum	2006-07	Overtaken by events due to closure of Millgate Museum.

	Future museum service provision	Develop a plan for the future service facilities after 2025	2006>	Complete
		Identification of new site for museums post 2025	2006>	Complete
		Work with NTC and key partners on potential for a national centre for Civil War history	2006 >	Complete
		Investigate possible trust status options for the service.	2006>	Ongoing
	Improve and maintain collections	Work to tasks and deadlines in the documentation plan 2006-11	2006-11	Complete
		Develop marketing and audience development plans in order to reach the wider community	2007	Ongoing for new museum
		Reach and maintain national standards	2006>	Ongoing for new museum