



### *Common ground*

All partners enthusiastically entered into the visioning exercise to imagine Newstead Abbey in 10 years' time, with the vision successfully achieved (or well on the way).

From the visioning exercise it was clear that partners:

- demonstrate passion for and commitment to Newstead Abbey
- want the roofs and other aspects of the buildings to be repaired
- want Newstead Abbey to achieve international significance
- wish the link with Lord Byron to be recognised by the wider public – partners feel Byron unites them in common purpose
- intend to celebrate all of the 800 year history of the Abbey and the different communities that have lived there
- seek to improve public transport and access from road (A60) and Newstead station to increase visitor numbers
- wish to embrace the opportunities of digital technologies to extend the interpretation of the site
- envisage a wide range of activities, installations and events to improve the visitor experience and generate income
- express a desire to work more closely together
- recognise the challenges of the economic climate and the competing claims of other sites in NCC's historic sites portfolio

### **Presentation from NCC**

#### *Condition Survey*

NCC reported that the Condition Survey is made up of 3 documents, a 320 page report on the condition of the main buildings at Newstead Abbey has been completed and they are awaiting the completion of additional surveys of the grounds and outbuildings. NCC plan to share these documents with NAP/WMF partners at a meeting w/b 27 October.

A site manager has been appointed to Newstead Abbey who is currently reviewing the list of 'D1's identified in the Condition Survey, ie; the most urgent repairs and making repairs where he is able to. Partners were informed that the leaking roofs of the main building are not classified as 'D1's as that category is only awarded to issues that could close the site e.g. for Health & Safety reasons.

#### *Other plans*

NCC has allocated funds for a landscape Restoration Management Plan and a Conservation Management Plan for Newstead Abbey to be updated. WMF asked if they could see the briefs for the consultants who are updating the plans so that they can understand the scope of the updates. NCC explained that the same consultants that had produced the original plans some years ago had been asked to update them with changes that have taken place in the intervening years. It was agreed that the briefs could be shared.

NCC has a 5 year Business Plan for Newstead Abbey and it was agreed that this would be shared with NAP.

#### *NCC investment in Newstead Abbey*

Newstead Abbey is self-sustaining (just).

NCC is investing in:

- the Conditions Survey and supporting plans
- Refurbishment/repairs to Gardeners cottage (to be used as a honeymoon/holiday let)
- £60,000 for a new boiler
- Upgraded children's play area
- New walks with signage
- Glamping cabins and toilet block (subject to planning consent)
- Ongoing driveway repairs
- Improving its exclusive weddings offer
- Re-stocked retail outlet

NCC are recording and amalgamating all the funds that the council is investing in Newstead Abbey. WMF partners highlighted that this overall corporate investment could count as match funding for some funding grants. WMF suggested that now would be a good time to apply for match funding, while the existing investment is taking place, as funds cannot be matched retrospectively.

There is £25,000 in a donations fund that could be used eg: for repairs to the West Front. There is up to £500,000 (proceeds from East Lodge/West Lodge + £100,000 Invest to Save) that can be invested in development projects to generate income for the site (some is already allocated to the Gardeners Cottage project and the Glamping cabins/toilets project).

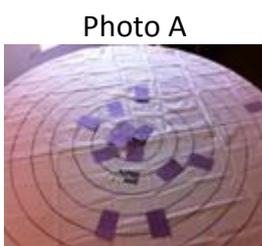
WMF has awarded NAP £40,000, £10,000 for the development of the partnership and £30,000 to help progress the work to improve the physical condition of the Newstead Abbey buildings that are on its 'at risk' register eg: by supporting investigative work, plans or as match for funding raised by other means to restore aspects of the buildings. This money is to be spent by June 2015.

### Group exercise

Partners were invited to take part in a group exercise. On the tables there were cards headed 'opportunities' and 'challenges' and the purpose of the exercise was for partners to think about working together for the benefit of Newstead Abbey, what they might achieve from the combination of their skills and resources and what factors might get in the way of successful partnership working.

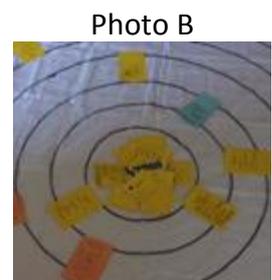
#### *Opportunities and challenges of working in partnership*

Starting as an individual exercise, every person recorded on cards the



challenges they perceived could come from working together. People could record as many challenges as they could think of, one challenge per card.

Once all the challenges had been written down, all the cards were spread out on a table and the whole group convened around to look at them. The group then



sorted the cards to match like with like, where more than one individual had come up with the same challenge or barrier, they chose the card that best summed up the challenge and the duplicate cards were discarded.

The remaining cards were then placed around the edge of a concentric circle in an exercise to identify the main challenges people felt were getting in the way of them working together for Newstead Abbey. The whole group was positioned around the table and they were asked to look at each challenge card in turn. If they felt, personally, that the card identified a key challenge they could move it one space towards the centre of the rings. Each partner could move each card once, or not, and then move round to the next card. As partners moved around the table, cards moved from the outside towards the centre, and the nearer cards moved towards the centre, the more consensus that those challenges were getting in the way was indicated.

If a card reached the centre before everyone had a chance to move it, people could agree with it being a key challenge by putting a sticker on it. Photo A shows the position of the cards in the circles after everyone had moved their 'challenges' cards, those at the centre were the ones more people felt were important.

The positions of the cards were then discussed as a whole group, so that people could comment on what had emerged as the key barriers to partnership working, which were the need for open communication and information sharing, partners having different priorities and the level of funding required.

The exercise was then repeated with people thinking about the 'opportunities' that could come from working more closely together and Photo B shows there was a good deal of consensus about some of the benefits people could envisage.

Table 1 provides a summary of prioritised opportunities discussed by partners. Table 2 records all the cards that were written, opportunities and challenges.

0 = outside rings; 8 = centre ring

Table 1: Opportunities for NAP/NCC/WMF to work together for the benefit of Newstead Abbey

What	Who	When
Share Condition Survey(s) Identify subsidiary survey work	Rachel D & Ron with NAP/WMF	Tuesday 28 October
Identify options for a project to be supported with WMF funds (spend by June 2015)	Patrick/Rachel/Melissa	Before the November NAP meeting
Organise a Byron symposium to bring groups together and present papers/share information eg: Yale Scholar report	Julia and David to explore	Take idea to November NAP meeting for approval
Move to registration of charitable status <ul style="list-style-type: none"> <li>- Explore risks / Decide no. Trustees</li> <li>- Train Trustees</li> <li>- Register with Charities Commission</li> </ul>	NAP	Action Plan to November meeting?
Develop shared Fundraising Strategy for Newstead Abbey	Rachael E/ Rachel D/ NAP	TBC
Build fundraising capacity / skills sharing	Rachael/NAP/WMF Rachael sharing intelligence across museums to avoid competing bids	TBC
Explore other funding sources eg: D2N2 enterprise fund, smaller scale funding for discrete restoration projects	NAP/NCC/WMF	w/b 27 October
Ongoing communication to share plans/what each partner organisation is doing to allow synergy and extension of activity	NAP/NCC/WMF	Monthly meetings
Develop a Membership support package <ul style="list-style-type: none"> <li>- show members 'work in progress' - privileged access</li> <li>- special events/talks for members</li> <li>- NCC to offer specially curated activities for members</li> </ul>	NAP/NCC. Dedicated project team to work on this	Programme times to be determined
Raise awareness of Newstead Abbey more widely eg. with Regional Park partners	Patrick/partners	November

Table 2: Record of all Opportunities and Challenges identified by partners (circle place + stickers)

Opportunities	Circle No.	Challenges	Circle no.
Lord Byron	10	Communication – there needs to be open + sharing relationship to form an effective partnership	13
Need for clear strategic plan shared by all partners	9	Funding	10
Skills sharing between WMF/NAP & Council to enable tasks to be done quickly, effectively + of high quality in caring for Newstead	9	Managing expectations of all partners / key stakeholders / staff / volunteers / visitors	10
To raise the profile of Newstead Abbey (through external agencies)	9	Differentiation of purpose – coming together	9
Joint working	9	Ensuring partnership works – retain the vision + way of working	7
Clear (shared) strategy for fundraising priorities	8	Clear idea of whole site condition (imminent)	6
Access to new funds which would not usually be open to councils	8	Political control – differentiating between the 3 sites	6
Develop a sustainable relationship with external funders (e.g. deliver successful short term projects) in order to support larger capital bids for long term future	8	Co-ordination of potential funding strategies	6
Volunteers	8	Question of ownership – what is best model to manage the site?	5
NAP as ideas and funds generator	8	Develop the right projects / schemes to generate income / funding	5
WMF members & international contacts to bring focus on site, fundraising and publicity + press to the advantage of Newstead	7	Learn from others – are there other models we could follow?	4
WMF as experts and levers of funding	7	Competition eg weddings	4
Bigger impact together	6	Location	1
Expand NAP network – bring in new members	6	Conveying complexity of integrated operations & service	0
To decide the nature of NAP – charity/trustees/Trust	6		
Every effort must be taken to keep work moving forward	5		
Newstead on WMF Watch & EH Heritage at risk register = more cash & leverage	5		

Space	3		
Newstead Abbey brand on food products	3		
Excellent 'product' attracts goodwill	2		

*Discarded/duplicate cards*

<b>Opportunities</b>	<b>Challenges</b>
Utilise the expertise within NAP	Different outcomes desired by the partners – business vs national monument
NAP as trusted sounding board for NCC	Different expectations - clarify
Share and agree costs and funding targets – through agreed Business Plan	Secure new funding? Timing? Sources? Matching?
Develop a long term plan / strategy for building / grounds Restoration therefore Resilience	Complex finance rules of local government & WMF
Promotion of Newstead within visitor economy – funding D2N2	Must have monies available when work needs to be done – if not work is held up
Building a wider community of supporters	Current ownership & LA funding restrictions preventing proactive decision making & full improvements to the site
Good trading record has given corporate credibility for proposal	Communications – external groups, politics
Fundraising	Politics?
Match funding	Ensuring support of city council IS recognised despite difficult circumstances
Help raise finances from sources not available to the city council	Need timely sharing of info
NAP can reach sources that NCC cannot – need clear steer	Co-ordination of various stages of restoration & repair work & regular communication between partners
Access to additional funding streams – (outside LA revenue)	Communication
Investment	Communication – ensuring clear communication across all partners – capacity issues
Funding can be sourced	
Links between NAP and business – corporate funding	
Raise funds for works to be done. This can take long periods of time where work is held up try all poss. Ways of getting money asap	
Advocacy and support	