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Market Town Welcome

Destination Plan for Berwick upon Tweed

REPORT TO

One NorthEast, Northumberland Strategic Partnership and
Northumberland Tourism

June 2008

Report From



In Partnership With



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“Berwick Upon Tweed is one of the outstanding fortified towns in Europe”

English Heritage

“The kind of history-drenched town you’d expect to find in Brittany or the Dordogne”

The Sunday Times

“Berwick is truly the jewel in the County’s crown. It has such a special spirit and distinctive character”

Bill Bryson

“Berwick is one of the most exciting towns in England, a real town, with the strongest sense of enclosure”

Nikolaus Pevsner

Executive Summary

This Destination Plan for Berwick upon Tweed will drive action by the partnership of organisations that are involved in tourism, town development and the visitor economy within Berwick and its immediate hinterland. It covers the period from March 2008 to 2018.

Berwick will develop its tourism potential and strengthen its identity for visitors by promoting its Unique Selling Point: **'the walled border town'**

The future Vision for Berwick upon Tweed as a visitor destination is:

- By 2018 Berwick will have an international profile as the destination where England meets Scotland and the River Tweed meets the sea.
- Visitors will come to learn about its rich heritage as an ancient crossing place with three dramatic bridges and unique Elizabethan walls built to protect this much fought-over town.
- Visitors follow in the footsteps of Lowry, attracted by the special quality of the light, to enjoy the stunning views of the river, estuary and sea and the distinctive skyline of the town itself.
- A thriving artistic community and distinctive retail and food and drink sectors enliven the well maintained historic environment, which together give Berwick the feel of a mini Mediterranean principality.

The objectives of this destination plan are:

1. To strengthen Berwick's identity and profile as an attractive and uniquely interesting visitor destination
2. To broaden Berwick's visitor market and attract more upmarket, higher spending visitors, to complement the more traditional budget holiday market which will continue to be an important part of the visitor economy
3. To establish Berwick as a year round destination encouraging short breaks throughout the year
4. To develop a sustainable visitor economy offering excellent service, customer care and value for money
5. To increase visitor satisfaction levels which will extend their length of stay, encourage repeat visits and recommendations
6. To better promote and enable visitors to enjoy the natural and built heritage in and around Berwick
7. To widen the range and improve the quality of the retail and food and drink offers in the town
8. To encourage more visitors to walk, cycle and use public transport
9. To encourage new business investment
10. To encourage and support collaboration between local organisations and businesses to enable joint delivery of the actions

The Strategy

The strategy is to focus on Berwick’s strengths and unique selling points and to develop and promote these to meet the expectations of more upmarket visitor segments. Berwick will broaden its appeal, attract more higher-spending visitors and make its visitor economy much more sustainable for the future.

Most effort and actions need to be focused on areas where there will be most impact. There is a need to build confidence in the visitor economy that Berwick **will** attract more upmarket sectors and **will** become a more desirable destination in order for individuals and organisations to invest in their businesses and properties and to attract new business. All partners need to work together to make it happen - it will require effort and investment from private, public and voluntary sectors to make the step change over the next few years.

Berwick Destination Priorities

1. The Walls	The walls and ramparts are at the core of Berwick’s heritage and identity. They create dramatic views into and out of the town and form an attractive, easily accessible, traffic free, walking route circling the historic core of the town. The walls themselves could be enhanced by additional interpretation and appropriate floodlighting. The town could enter for the World Walled Towns competition.
2. The Border (and town approaches)	Berwick is famous for being on the English-Scottish border and having changed hands many times through history. However, crossing the border from Scotland is an underwhelming experience. New information should be installed welcoming people to Northumberland, telling a little of the history of the border and attracting people into Berwick. The idea of a major piece of public art has been mooted. The welcome signage could be reviewed and rationalised and the approach roads into town enhanced with new plantings or artistic features.
3. Heritage and specifically the Barracks	Berwick’s walls and historic townscape are a great attraction for visitors. The Barracks is currently disappointing for many visitors, yet has the potential to be the anchor attraction for Berwick at the heart of a wider cultural quarter with an enhanced parade area outside. A strategic approach to all the heritage stories of the town - the river, bridges, industries and communities - is required to give focus and interest visitors. The town archives deserve housing in a more accessible location for visitors to use to research family history. Maintenance of historic properties throughout the town is vital to sustain its attractiveness as a place to live and visit.
4. Art	Berwick has always attracted many well known artists drawn by the special quality of the light and the many stunning views. Berwick already has a thriving artistic community and several galleries including the well-established Gymnasium Art Gallery at the Barracks and the Lowry Trail. There is scope to build on this activity and better co-ordinate promotion of the artistic offer for visitors. This can include the proposed gallery at the

	Granary, art based events and special breaks, links with art outlets in the Scottish Borders and Northumberland and a closer relationship with the Burrell Collection in Glasgow.
5. Food and Drink offer	There are opportunities for improving both the retail and catering food and drink offer through encouraging shops to sell fresh fruit, vegetables and seafood and more local food and drink market stalls. Existing cafes, restaurants and pubs could upgrade their food offer, promote local sourcing and recipes and ensure that the quality of the service is excellent. New shops, pubs and restaurants could be established. The Food Festival, Slow Food movement and food awards will all build confidence, enthusiasm and profile for local food and drink.
6. Car parking, signing and traffic strategy	Visitor parking provision needs to be integrated with the parking needs of the working and residential community and an overall strategy is required. The strategy should encourage more people to use public transport, cycle or walk. Options for visitors include looking at park and walk facilities and scope for a hop- on hop-off bus route around the town. Once the strategy is agreed a comprehensive signage scheme must be implemented with simple and clear signs for visitors directing them to just one or two parking locations.
7. Linking the town's quarters	Promoting the retail, cultural and (potentially) eating quarters of Berwick will encourage visitors to explore more of the town on foot, stay longer and spend more. The town map will illustrate the town's quarters. Improving the appearance of the emptier stretches of street between quarters will help join up key streets and locations.
8. Marketing and promotion	Marketing will bring all the strengths of the town together to communicate messages to target markets. Website information can be improved and better co-ordinated. The new map will help visitors understand the town's layout, walk the walls and visit all quarters of the town. Events need better promotion and can raise the town's profile significantly. Specific promotions could target visitors in nearby cities for short breaks and there could be joint promotions with Scottish Borders or other Northumberland towns.

Common Market Town Welcome Themes

The Programme has also identified many ideas for joint working between market towns in Northumberland. The main areas for collaboration include:

- Outdoor activities - walking, cycling, water sports and nature based tourism
- History and heritage
- Food and drink
- Art, culture and events

- Business support and training
- Planning, infrastructure and destination management
- Promotion of investment opportunities

County organisations such as Northumberland Tourism and Northumberland Strategic Partnership can play a key role in facilitating this joint working and leading on county wide initiatives.

1. Introduction

This Destination Plan for Berwick is an action plan for the partnership of organisations that are involved in tourism, town development and the visitor economy within Berwick upon Tweed and its immediate hinterland. It covers the period from March 2008 to 2018, and is designed to be a working document that can be added to as the town and its partners identify new opportunities for development.

The purpose of the plan is to:

- help develop the tourism potential of Berwick and strengthen its identity for visitors;
- encourage the cross fertilisation of ideas and identify the top priorities for action;
- provide a framework and rationale for investment and development planning in the tourism sector within the town, including harnessing private sector potential; and
- help to focus on priority actions and clarify how partners and agencies can work together to map out a way forward for the next few years.

1.1. Background

Miller Research in partnership with Alison Caffyn Tourism Consultant and AMT-I were commissioned by One NorthEast, Northumberland Tourism and Northumberland Strategic Partnership to develop a destination plan model which could be applied to market towns within the region. The project has been run in six market towns in Northumberland: Berwick, Alnwick, Amble, Haltwhistle, Seahouses and Wooler. In five towns (all the towns in this study except Berwick) work has recently been completed into developing their retail distinctiveness and competitiveness. This work highlighted the growing importance of tourism to each town, and the destination plans now aim to complement the retail work and highlight the towns' tourism potential.

In Berwick, the Berwick's Future master-planning exercise has been underway for some time. It was felt that an opportunity to focus on tourism and how visitors experience the town would be beneficial to complement the master-planning and to bring businesses and organisations involved in tourism together to move things forward.

It is important to focus on tourism as the visitor economy has become, and will continue to be, one of the most important economic sectors, employing a high proportion of local people and contributing directly or indirectly to a large part of the local economy. Recent research (STEAM 2006) demonstrates this:

- **Northumberland receives 1.8 million overnight tourists**, spending **6.6 million nights** in the area, plus **8 million day visits**;
- Overnight visitors spent £248 million, day visitors spent a further £142 million, plus indirect revenue of £228 million giving a total contribution of tourism to the Northumberland economy of **£621 million**;
- Approximately **11,400 jobs** (full time equivalents) were supported by direct tourist expenditure, a further **2,650 jobs** were supported by indirect revenue.

Tourism not only supports businesses, jobs and suppliers but it is particularly significant in rural areas and market towns where there are fewer employment alternatives. In addition:

- Visitors help support local heritage, culture and community services;
- Tourism is one reason to conserve special buildings, historic sites, beautiful landscapes and important wildlife sites; and
- Tourism is a vital element in regenerating an area.

1.2. Strategic Context

The strategic context for this work is the Regional Economic Strategy which aims to foster the renaissance of key rural settlements as drivers of regional growth. The North East England Tourism Strategy (2005-10) identifies regional objectives including increasing the number of UK and overseas visitors year round and increasing visitor spend. The strategy aims to deliver increased employment, productivity and investment in tourism whilst increasing visitor satisfaction and conserving the region's natural, heritage and cultural assets. It identifies market towns as key elements in the attraction of the North East for visitors and proposes that towns should develop plans to make improvements in facilities to meet the needs of increased visitors. It highlights the potential for making more of regional food, improved shopping and public art as well as basics such as visitor information and signing. Studies have also been recently completed into developing cruise tourism along the North East coastline and into the potential for making more of events and festivals. Work is currently underway on the potential for maximising the potential of heritage tourism in the North East, led by ONE, English Heritage and the Museums, Libraries and Archives Council.

Another key document is the Framework for North East England's Coastal Visitor Economy produced in 2006. It provides a useful overview of the changing visitor markets, the distinctive strengths of each stretch of the North East coastline and how coastal destinations could work towards developing attractive products and packages. It stresses four main themes, all of which Northumberland can capitalise upon: nature based tourism, activity tourism (especially walking and cycling), arts and heritage of the coast and water sports (in Northumberland particularly diving).

At a County level the key document is the Northumberland Area Tourism Management Plan. It presents the tourism vision for Northumberland as:

'to establish the County as the premier rural destination in the UK, balancing the needs and expectations of the international and UK visitor, businesses and communities whilst protecting and further developing the County's exceptional environment and rich cultural heritage'.

It highlights particular challenges such as the seasonality of tourism in the County which impacts on the economy, jobs, cash flow and investment, and the relatively poor food and retail offer for visitors compared with other areas. The Plan identifies objectives including developing a higher profile for Northumberland, encouraging new sustainable tourism businesses and a more entrepreneurial culture which will help increase jobs, skills, investment and safeguard local services such as shops, pubs, museums etc.

In Berwick this plan needs to link to the Berwick's Future master-planning exercise (currently in its final stages) and other local planning frameworks as well as relevant local studies still ongoing such

as the study on the future of Berwick Museum at the Barracks and work on a new skills centre which would include hospitality skills and proposals for the development of leisure cycling in the area.

1.3. Process and Partnership

The team researched good practice from amongst other UK regions and market towns to identify the best way to develop a market town destination plan. A template or process was developed which aimed to be as inclusive as possible developing a local leadership group in each town which involved tourism businesses and local organisations as well as the town Development Trusts, Local Authorities and tourism agencies. The template (see Annex 1 for the full model) works through the following stages, which also help structure this destination plan:

1. Understanding the rationale - why welcome visitors, what are the benefits for a town?
2. Identifying current and future visitors to the town
3. Identifying what the town can offer visitors
4. Considering how well the town meets the needs of its visitors now and in the future
5. Understanding how tourism is resourced, promoted and managed in the town
6. Understanding the town's strengths and weaknesses
7. Creating a vision of where the town wants to be in 5 – 10 years from a visitor perspective
8. Identifying priorities and actions in order to achieve that vision

The team, assisted by members of the Leadership Group, also undertook:

- A survey of local tourism related businesses (online and paper based versions)
- An audit of the tourism resources in and around the town
- A review of other relevant research including the 2003 market town visitor survey¹ and visitor segmentation work undertaken for One North East in 2007-8².

The process has also incorporated the principles of the 'VICE model' for local destination management. This model was developed by the national tourism agencies and Tourism Management Institute to encourage the sustainable development of tourism. It aims to ensure positive outcomes for Visitors, the tourism Industry, local Communities and the built and natural Environment. So the destination plans aim to develop tourism which:

- | | |
|----------------------------------------|-------------|
| • Welcomes, involves and satisfies | Visitors |
| • Achieves a prosperous and profitable | Industry |
| • Engages and benefits host | Communities |
| • Protects and enhances the local | Environment |

¹ Berwick Visitor Survey 2003 - Northumberland Market Towns Benchmarking Project (March 2004) Northumbria Tourist Board

² Marketing North East England (February 2008) Arkenford Ltd

The Berwick upon Tweed Destination Plan has been produced through a number of meetings that were held in the town involving key regional and local agencies and local businesses, organisations and residents. This included an open workshop to which all tourism related businesses were invited. Annex 2 lists the people and organisations that have input to the content and shape of this Plan, including the Berwick Leadership Group. The Leadership Group have been responsible for leading the Market Town Welcome project and will be responsible for taking forward the implementation of the actions listed in this plan.

2. Vision and Objectives

2.1. Vision

Berwick's Unique Selling Point for visitors should be as

The walled border town

The future Vision for Berwick upon Tweed as a visitor destination is:

- By 2018 Berwick will have an international profile as the destination where England meets Scotland and the River Tweed meets the sea.
- Visitors will come to learn about its rich heritage as an ancient crossing place with three dramatic bridges and unique Elizabethan walls built to protect this much fought-over town.
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2.2. Objectives

The objectives of this destination plan are:

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2. To broaden Berwick's visitor market and attract more upmarket, higher spending visitors, to complement the more traditional budget holiday market which will continue to be an important part of the visitor economy.
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7. To widen the range and improve the quality of the retail and food and drink offers in the town.
8. To encourage more visitors to walk, cycle and use public transport.
9. To encourage new business investment.
10. To encourage and support collaboration between local organisations and businesses to enable joint delivery of the actions.

3. Visitors to Berwick

3.1. Visitor Survey

In 2003, a Destination Benchmarking Survey 2003 was undertaken in Berwick by the Northumbria Tourist Board as part of the Northumberland Market Towns Benchmarking Project.

The research was designed to provide an up-to-date information base on the profile of tourism in Berwick and is the latest data available that is just focused on Berwick. The survey followed a standard methodology which has allowed comparisons to be made with other destinations, including Market Towns in Northumberland, Market Towns nationally and other destination types (towns/cities, historic cities and resorts).

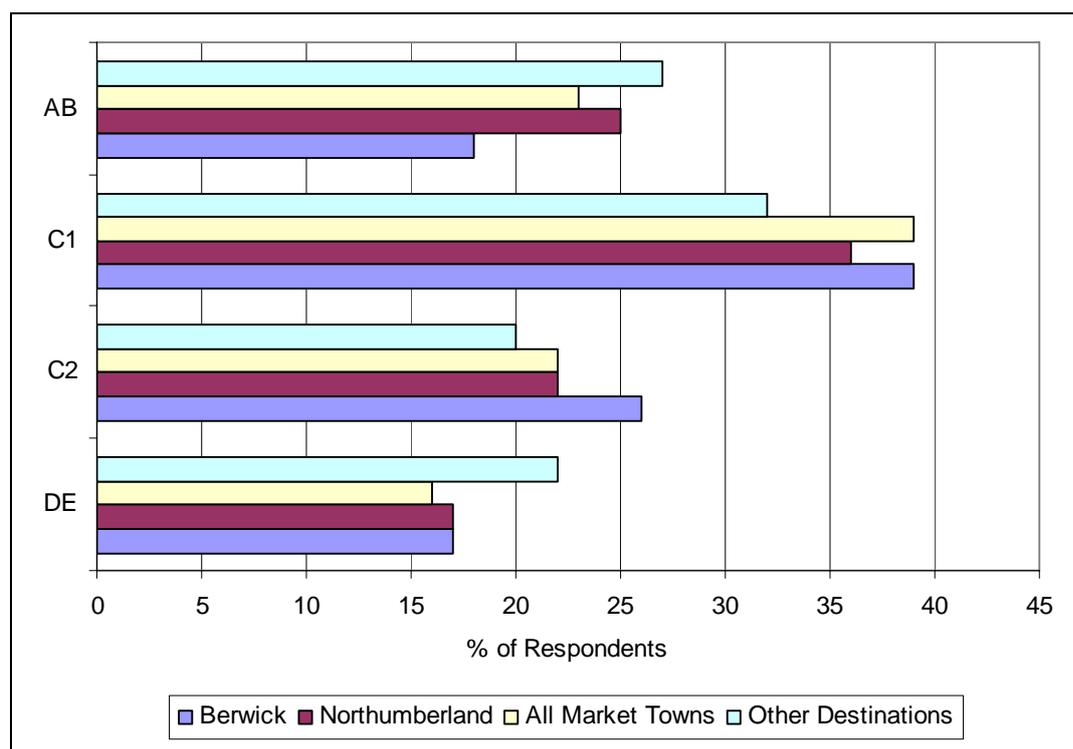
A total of 250 face-to-face interviews were conducted with visitors in Berwick during the summer of 2003. Interviews were carried out on a random basis in various locations throughout Berwick including the Tourist Information Centre on Marygate, Castlegate Car Park and Bridge Street/Hide Hill junction.

Some useful data regarding visitors to Berwick included:

- A high proportion of first time visitors (41%)
- First time visitors tended to be in higher socio-economic groups than repeat visitors
- 12% are overseas visitors
- 93% of visitors were on leisure/holiday trips (as opposed to business trips or visiting relatives)
- 51% of staying visitors were in static caravans (67% of repeat visitors)
- Average day visit lasted 3.7 hours
- The average length of stay (overnight) was 6.2 nights
- 15% of visitors travelled by public transport
- Overall satisfaction levels were good (but not very good)
- Parking was viewed as expensive
- There was relatively low satisfaction with toilets (availability and cost)
- Lower than average scores for:
 - places to eat and drink, the market, general atmosphere, feeling of welcome, feeling safe from traffic
- Higher than average scores for:
 - museums and places to visit, evening entertainment

The full report of this survey still makes useful reading. For example the socio-economic breakdown of visitors is presented below - illustrating how Berwick's profile (the blue/lowest bar) includes more low socio-economic groupings (C1, C2, DEs) and thus more low spending visitors. This will be influenced by the large number of visitors staying in budget accommodation such as the large holiday parks in and around Berwick.

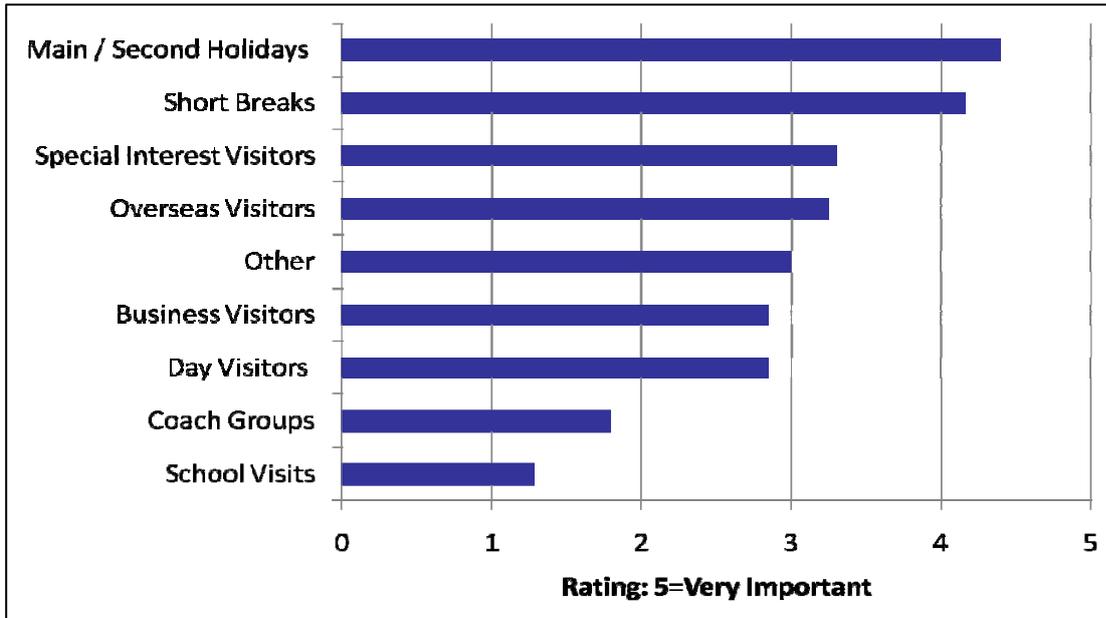
Figure 1 – Socio-Economic Profile of Visitors



3.2. Business Survey

As part of this study a business survey was available on-line and in hard copy for local businesses who have dealings with the visitor market to complete. The purpose of the business survey was to identify current tourism issues that businesses are aware of and also if there are any opportunities to develop the appeal of the town. They were also able to comment on visitors’ likes and dislikes and what will encourage visitors to stay longer or spend more. Further results are included in Appendix 3.

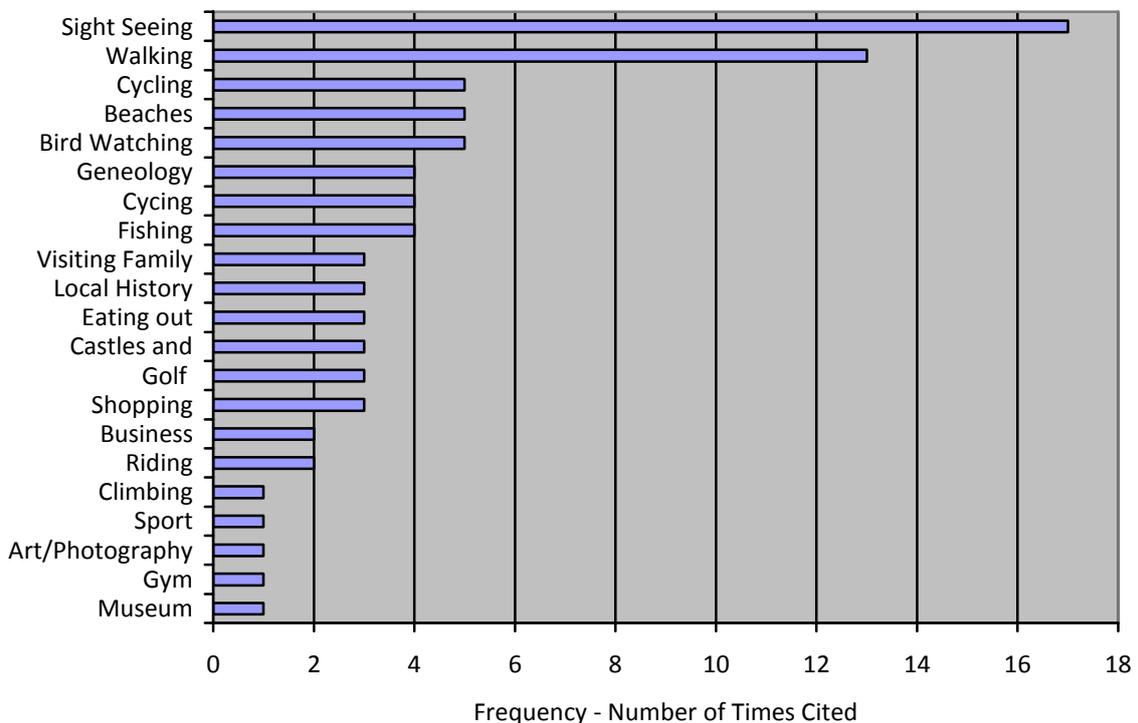
In our business survey respondents rated the following types of visitor between 1 and 5 where 1 is not important and 5 is very important:



Source: Market Town Welcome Business Survey.

Activities Undertaken

Businesses were asked what activities visitors to Berwick undertake whilst they are in the area. The chart below indicates the number of times an activity was mentioned within the survey.



3.3. Segmentation -Visitor profiles

In 2007, One NorthEast commissioned Arkenford Consultants to profile and segment visitors and non-visitors to the North East of England. The research used both the nationally used ArkLeisure

Segmentation model and developed a bespoke behavioural segmentation model for the North East. The full report gives very detailed results for the North East and Northumberland and includes interesting information on the perceptions of actual and potential visitors.

An exercise was carried out during the town workshop to identify which of the ArkLeisure segmentation profiles of visitor are currently visiting the town. The sectors of the ArkLeisure model which apply most clearly to Berwick are:

- **Traditionals** - Self reliant; internally referenced; slow to adopt new options; strong orientation towards traditional values; value individual attention and service. (50% of the Traditionals surveyed had visited or would consider a visit to Berwick in the survey) For our workshops our traditional visitor couple were called Robert and Hilary - see Annex.
- **Functionals** - self reliant; price driven; value function over style; traditional values, but interested in new experiences; not risk averse (48% have visited or would consider visiting) Our functional couple were Brian, Susan and their dog Spot.
- **Cosmopolitans** - Strong, active, confident; style and brand important, but as an expression of their self-made identity, high spenders, especially on innovation and technology; looking for new challenges, new experiences; globetrotters (44% have visited or would consider it) Our Cosmopolitan couple were Jake and Tamsin and were a younger couple into activities.

Cosmopolitans are the largest holiday taking group overall - they enjoy travel and have a good income to fund it.

A further group which is less well represented in Northumberland as a whole but is thought to be common in Berwick is

- **Habituals** - Largely inactive; low spending group; very traditional; strongly resistant to change; risk adverse; value relaxation, peace and quiet. Our habitual couple were Frank and Brenda.

This group often return to the same location for holidays and often stay at caravan sites and so will be well represented in Berwick with the large Holiday Park and other static caravan sites nearby.

It should be stressed that this and previous research identified that in terms of age range, visitors to Berwick tend to be in older age groups. Those aged over 35 showed the highest interest in visiting Berwick and this increased further for over 55s. Thus in any of these segments it is likely to be the older members of the segment who are most interested in visiting Berwick.

Three further groups which cut across the segmentation model are important for Berwick. These are:

- **Families** - in the segmentation model any group can include families. Berwick has been a popular destination for families with the attractions of the beach, countryside and good holiday park and self-catering accommodation. The 2003 survey showed 24% of visitors were groups including at least one child.
- **Walkers** - a large rural visitor market. While many walkers and hikers stay in accommodation in the countryside a town location appeals to many for the evening and alternative facilities. The range of walking and cycling opportunities around Berwick mean that the needs of this market should be borne in mind.

- **Overseas visitors** - not included in the segmentation model. Berwick has 12% overseas visitors - many en route to Edinburgh, or who arrive at Newcastle.

4. The Tourism Offer

It is important to have a full understanding of what Berwick has to offer visitors. This includes both what current visitors like and dislike about the town and also what the town has that could attract new and different types of visitors. To get a fuller understanding about Berwick a comprehensive audit of the town was carried out which included a quantitative element (a physical count of what is available) and a qualitative element (quality scoring the provision). In addition to the audit, the business survey included questions which would help to understand what the town's appeal is to visitors and any feedback about the town businesses receive from visitors.

4.1. Tourism Audit

This section summarises the key findings from the Tourism Audit undertaken. The full audit is in Annex 5. Here we focus on the strengths and gaps identified.

Accommodation

- Wide range of accommodation
- Good levels of graded/inspected accommodation
- Approx 250 rooms in total
- Large caravan parks - over 2,000 static caravans in local area

Possible gaps:

- Need a larger, quality hotel with parking
- Only a few small upmarket hotels/guest houses
- Limited self-catering (especially in town)
- Limited hostel accommodation (the Granary project would deliver an extra 42 beds)
- Scope for more quality pub accommodation

Attractions

- | | |
|------------------------------|-----------------------|
| • Elizabethan Walls/Ramparts | • Conundrum |
| • Berwick Barracks | • Pot a doodle do |
| • Cell Block | • Gymnasium Gallery |
| • Main Guard | • Mark Irving Gallery |
| • Castle Ruins | • Tower House Pottery |
| • Parish Church | • Sallyport Gallery |
| • Town Hall | • Archives |

Gaps: wet weather and out of season attractions

Events

- Some gaps in the calendar – Easter, October (half term)
- Opportunities for sporting events
- Opportunity to better promote and make more of existing events and attract more visitors to them

Sports and Culture

- Maltings Theatre
- Swan Centre
- FX Fitness
- Magdalene Fields Golf Course
- Goswick Golf Club
- Spittal Sailing Club
- OJ Guiding canoeing
- Football Club
- Speedway
- Northumberland Coastal Path
- St Cuthbert's Walk
- Coast and Castles Cycle Route
- Pennine Cycleway
- Tweed Cycleway
- Fishing at farm attractions and sea fishing
- Riding at Goswick
-

Gaps: cinema (although films shown at Maltings Theatre), bowling, wet weather activities

Retail

- High proportion of independent retailers
- Some high quality shops coming in
- Lack of iconic shop
- Few shops for quality fruit and veg
- No 'in town' fishmonger
- Local sourcing – strong but not promoted
- Limited evening or Sunday opening
- Threatening evening atmosphere at times
- A range of evening eating places but could be widened/strengthened
- Service often either very good or very bad
- 16 vacant shops (has been higher)

Car and coach parking

- 1,054 car park spaces in Berwick, plus approx 270 on street spaces
- Many small car parks, many in poor condition giving bad first impressions
- Car parking for visitors – where is best?
- Coach drop off point Walkergate - capacity 1.5 coaches
- No designated coach parking in town centre

Tourist Information and interpretation

- Central Tourist Information Centre

- Tourist info signs at Castlegate and Parade car parks, Hide Hill
- Info-point units at station
- Nothing at Quay, Maltings or other car parks
- Wide range of interpretive signs in many locations
- Lowry Trail excellent (some panels deteriorating)
- Other formats e.g. walks leaflets, guided walks round Walls
- Ongoing maintenance/renewal required
- Potential for interpreting town's stories through artistic means

Signage

- Comprehensive pedestrian fingerposts (some pointing wrong way)
- Good brown and white road signs in many areas and on A1
- Some locations where they could be strengthened or re-organised
- Is the route in from the south the best?
- Town welcome signs both old and new – reasonable some maintenance required
- Need to better sign visitor parking
- Need to link to overall parking strategy

Gaps – e.g. arrival from railway station and link to Castlegate

4.2. Business Survey

The business survey revealed the views of local tourism related businesses. The full results are included in Annex 3. They listed the likes and dislikes reported by their visitors:

Visitor Likes	Visitor Dislikes
<ul style="list-style-type: none"> • Walking, cycling, bird watching, fishing • Heritage / attractions, family history • History, the walls, architecture, • Countryside, coast, sea • Pace of life, tranquility • The quay, the Lowry Trail • The Scotland/England debate • Reasonable prices • Touring round 	<ul style="list-style-type: none"> • Poor and expensive parking • Toilets – type, location and price • Tired town centre, dirty streets • Lack of eating options, limited shopping, no entertainment • Attractions not open all year • Seagulls

Possible Improvements

The businesses' views on the improvements needed in Berwick:

- Signage, parking, cleaning and toilets
- Shopfront renewal, window displays
- Floral displays/plantings
- Improved food and retail offer and revitalised market
- More year round opening
- Shifting upmarket
- Boost evening economy, more events and activities
- More pedestrian friendly
- Map boards, walks, trails
- Quayside development and boat trips up river and to Holy Island

Promotion of Berwick

Suggestions received from businesses regarding the marketing and promotion of the town included comments about current and future promotion of Berwick:

- More promotion of distinctiveness
- Need improved signage and parking
- Better interpretation / information materials
- Links between Anglo / Scottish agencies
- Marketing links to hinterland
- Better tourism / business links
- More promotion of cycling / walking
- Winter promotions e.g. romantic short breaks
- Target short stay quality visitors – promote a complete package

Other Comments

There was some negativity, revealed in these quotes:

“Berwick is in the Dark Ages”

“Tired and shabby town centre”

“Berwick is often overlooked”

“In the past emphasis has been on caravans and holiday parks ... tended to make Berwick a downmarket destination. It's an odd contrast... world class heritage but rather scruffy and downmarket”

These views of local tourism businesses illustrate the need to make changes if new target visitor markets are to be attracted to Berwick in numbers and encouraged to spend their money. Berwick is

a relatively large Northumberland town with much to offer; due to the range of the offer a range of visitor markets will continue to be attracted. The challenge is to focus marketing on the segments which will make most difference.

4.3. SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis has been carried out for the town of Berwick upon Tweed from a tourism perspective. The SWOT has been completed using the results of the business survey and town audit, and exercises conducted at the town meetings and workshops. It gives an overview of the issues which this plan needs to address, the strengths that can be built upon and a long list of opportunities that have been identified.

STRENGTHS	WEAKNESSES
Distinctive heritage and character of town Ramparts, Barracks, Quayside, Museum, Galleries Interesting independent shops Beautiful coast and countryside, the beach Peace and quiet Mainline railway station and A1 = accessible Unique archives Sea and river frontage, plus estuary Uniqueness of English-Scottish history and links Excellent produce Range of events including Food Festival Food awards Slow Food CittaSlow status Increasing frequency of food markets Guided walks Reputation for arts, arts events and community Friendliness of local people Value for money Architecture, cobbled streets Wildlife - e.g. swans Bridges - iconic landmarks and heritage Visual qualities, continental feel - walls, pantiles, light	Nothing much for families to do in bad weather Limited evening food offer (including early evening) No evening economy Golden Square atmosphere at night Little self-catering in the town (and surroundings?) Accommodation capacity issues in high season - seasonality in general National chain shops - not distinctive Lack of entertainment Lack of middle class (to support eating places etc) Lack of craft workshops Disengagement (but improving) Lacking large hotel e.g. for coach visitors Lack of coach parking Poor disabled access generally Lack of awareness of car hire availability Little dialogue with caravan park management Tatty buildings Scope for more flood lighting, esp. of walls Signage problems Long distance from most conurbations - long travel time required

Many cycling and walking routes	Unightly and unwelcoming car parks
Outward looking town, many beautiful views to/from	General untidiness

OPPORTUNITIES	THREATS
Increase visitor length of stay and spend per head	Other market towns and Scottish Borders
Extend the season	Cheap flight abroad
Divert people en route to Scotland and southbound	Increasing visitor expectations
Work with Scottish Borders more	General economic downturn
Public archives - for family history and genealogy market - need more space	Businesses need to rise to the challenge - if not little will change
Special interest coach trips	Changing political structures
Broaden range of local food products promoted	Lack of funding
Promotion of sea food - in restaurants and markets (or quay - fish market?)	Attitudes - talking Berwick down
Revitalise the market	Lack of ambition
Mark gateways to town	Not taking up current opportunities
Flower planting e.g. on town outskirts/entry points/ key locations	Holiday parks increasingly retaining visitor spend on site with new facilities and services
Rationalise signage around town	Inappropriate development
Increased hostel accommodation at Granary	Evening atmosphere
Development of the Barracks, Museum, Parade	Need to raise our game and become more competitive
Development of the Quayside	If partnership with English Heritage falters
Promote Berwick as a green destination - train/cycling etc	If holiday camps closed
Route northbound cyclists across old bridge to bottom of town - become more cycle friendly	Tescos opening
Joined up cycle hire across market towns	General economic downturn could restrict levels of investment in new developments and heritage restoration
Make more of sea and river for activities - canoeing, sailing, rowing	
Later opening of shops in summer	
Cruise business along coast	
Boat trips	

<p>Develop more links with caravan parks</p> <p>Farmers markets at caravan sites?</p> <p>Trails inlaid into pavements e.g. snail trail from station around the town</p> <p>Publicising existing activities and events</p> <p>Develop sporting events</p> <p>Training for tourism staff</p> <p>Mentoring scheme for restaurants - critical friend</p> <p>High School student internet projects could help businesses with their websites</p> <p>Review town guide and upgrade</p> <p>Berwick is currently on the map - need to act now</p>	
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5. Destination Management and Promotion

5.1. The Strategy

Berwick upon Tweed has sometimes been described as being inward looking. This can be used positively to encourage a pride in the town and build a strong identity, but attitudes must also be opened up to ensure broader horizons are appreciated and that current opportunities are grasped. In fact there is a serious risk that if the tourism sector does not address the changing markets the visitor economy of Berwick could gradually decline, become increasingly less sustainable and more difficult to turn around as time goes on.

The strategy which the town needs to adopt is to focus on its strengths and unique selling points and to develop and promote these to meet the expectations of the target visitor markets. By focusing on the more upmarket visitor segments Berwick will broaden its appeal, attract more higher-spending visitors and make its visitor economy much more sustainable for the future.

Most effort and actions need to be focused on areas where there will be most impact. This could include important town management issues, major new developments or attracting in an iconic business. For example in other towns the development of an iconic restaurant, sculpture, event or must see attraction has raised the profile of a whole town. Such developments lift confidence and aspirations of many other businesses and organisations and generate PR coverage.

There is a need to build confidence in the visitor economy that Berwick **will** attract more upmarket sectors and **will** become a more desirable destination in order for individuals and organisations to invest in their businesses and properties, to attract new business. All partners need to work together to make it happen - it will require effort and investment from private, public and voluntary sectors to make the step change over the next few years. The strategic objectives of the Berwick's Future master-plan are very relevant - the challenge is about competitiveness and place making - developing Berwick as a competitive destination with competitive businesses set within a unique, attractive and enjoyable place to visit.

To help focus on where we want Berwick to be the next section illustrates what the future visitor experience in Berwick could be before the plan identifies the top destination priorities - the big ideas on which to hang the detail of the action plan.

Future Target Markets

In line with regional and Northumberland tourism strategies the agreed strategy is to try to attract and cater for more upmarket visitor segments in Berwick. Demographic and social trends have led to all visitors having increasing expectations of quality and service. The more upmarket groups already form the major proportion of visitors as they take more holidays in the first place and some are now taking as many as four or five short breaks in the UK each year. These visitors have more money to spend, although it is often over a shorter period.

The more traditional and budget markets - the Functionals and Habituals are a relatively loyal market. It could be argued that the businesses where most stay undertake the bulk of the marketing to attract them. Thus the town should focus on attracting more independent visitors in the higher spending groups who need to be attracted by what Berwick has to offer.

The target markets agreed include targeting more Traditionals and Cosmopolitans but also discoverers.

- **Discoverers** - Independent in mind and action; little influenced by style or brand but interested in new options; Buy on function and value to them; looking for new and educational experiences. Our Discoverer couple were called Adrian and Chloe.

Both the Discoverers and Cosmopolitans enjoy new experiences and therefore may not visit Berwick more than once. The ideal scenario might be that they come for a short break and find there's more to see and do than they thought so they return for a second perhaps longer visit. However they are unlikely to become regular visitors. Their main value is that they spend well while here and will spread the word to friends and family about good places to visit.

Businesses and tourism groups in the Berwick area should continue to work with Northumberland Tourism to increasingly use this segmentation model to identify ways of packaging experiences for target visitor types and to identify which messages will be most effective. More detailed descriptions of the key visitor segments are given in Annex 4.

We have reflected the needs, values and interests of these target markets in this destination plan. The next section examines Berwick's tourism offer and will relate the current offer to the expectations of future target visitors to identify actions required.

Meeting future visitor expectations

Looking at the two more upmarket segments identified as targets - Cosmopolitans and Discoverers - we can summarise the types of things they will be looking for:

Both groups are independently minded and value individual and independent shops and eating places. Both groups value excellent service and individual attention. They are interested in new products, experiences, technology and modern style.

Cosmopolitans particularly enjoy shopping - upmarket clothes, gifts, antiques and specialist shops. They like art, culture and cooking, intellectual and physical challenges, theatre, films, wine bars, walks, the beach and countryside.

Discoverers particularly enjoy intellectual challenges, new products and experiences, live music, unusual shops, markets and attractions which involve investigation and amusement.

Both groups are looking for short breaks which involve time to themselves to escape and expand their knowledge and experiences.

If Berwick is to successfully attract more of these markets it will need to raise its game in the retail and eating sectors. There are already several shops and eating places which would suit these groups but not enough to lift the overall offer. In terms of accommodation there are a good number of highly graded businesses but there will need to be a further shift toward quality and modern style/facilities. Quality and excellent service will need to be guaranteed - not patchy as currently reported.

Attractions and heritage interpretation will need to be interesting and engaging, possibly using new media or clever ideas - exhibitions such as By Beat of Drum at the Barracks will not satisfy these groups.

On the positive side, developing and promoting arts, food and drink will relate to their interests, upgraded markets, more galleries, theatre, events and live music would bring the town to life more for these visitors and encourage them to spend, stay longer and recommend it to others. Web based and other new technologies would enable easy information gathering, booking and planning.

Traditionals value much of the above as well especially meals out and good service. But they are more driven by functionality and have less interest in modern style or new technology. They will be interested in visiting historic properties, churches, gardens and visits which are relaxing, nostalgic and educational, perhaps followed by a meal in a traditional pub.

In order to retain and increase this visitor market the best of the traditional should be brought out in Berwick. Thus it would be good to see one or two pubs serving excellent, traditional food (including seafood) and churches could review their welcome and information for visitors. The Barracks should be an important draw for these visitors.

Thought also needs to be given to special needs of families and overseas visitors. This may include the promotion of family friendly eating places as well as children's activities and trails at attractions. Overseas visitor origins should be monitored to identify which nationalities are most common and whether this indicates the need for information in other languages for example. The most cost effective way to do this is on the web - avoiding expensive printing costs. Overseas visitors may also have different food preferences or values/interests. Again these need to be considered as part of the wider picture when developing training, interpretation, marketing etc.

5.2. The Future Visitor Experience

The overall vision for Berwick as a visitor destination is given in section 2.1. The points below expand that vision and give a more detailed description of what visitors will experience when they come to Berwick in future:

- Visitors in 2018 will find an increased range of quality, inspected accommodation, from friendly B&Bs and comfortable self catering to boutique hotels and cosy pubs, all offering excellent customer care and value for money.
- Visitors will be attracted not only by the Elizabethan ramparts, medieval fortifications and well maintained historic environment but by the bustling town centre full of interesting independent shops, enlivened by regular markets and entertainment.
- They will be able to choose from a range of interesting upmarket daytime and evening eating places, all serving locally sourced and seasonal dishes, featuring Northumberland and Scottish specialities such as seafood or heritage potatoes and offering excellent service.
- The Barracks will be the anchor attraction for a wider cultural quarter including other historic buildings, churches and galleries. The Barracks will become a 'must see' site offering visitors a choice of exhibitions and activities which could include visual art (and the Burrell at the Barracks), military and town history, plus archives and ancestry research.
- Most visitors will walk round the ramparts and spend time relaxing at a café or restaurant on the Quayside overlooking attractive open space, watching as regular boat trips leave the quay and sailboat or cruise visitors disembark periodically.

- Visitors arriving by train or bus will find it easy to travel around with many easy walking, cycling, bus and car hire options. Those arriving by car will find parking well signed and will be tempted to leave their cars behind during much of their stay.
- Visitors will be enticed to explore via the many trails and walks offering information on the history and wildlife of the local area. Walks upriver and the beautiful Estuary Arc path round to Tweedmouth and the newly enhanced Spittal Point will be particularly popular as an access route to Spittal beach and the wider Coastal Area of Outstanding Natural Beauty.
- Regular festivals and events will use the attractive, clean open spaces around the town which feature intriguing public art by local artists. The gateway routes into Berwick will also be enhanced with planting or artistic features.
- Berwick will have growing reputation as the 'St Ives of the North' as its arts community runs many galleries, exhibitions, fellowships, activities and courses, including the well known Gymnasium Gallery and new Granary exhibition gallery.
- Visitors will stay longer as they follow interesting trails, take part in art courses, research family history or visit the range of heritage and wildlife sites.
- On wet days visitors will have the option of exploring the many historic buildings or enjoying modern leisure facilities located in the town's outskirts.
- Local people, young and older, will want to work in Berwick's visitor economy as it offers varied and stimulating jobs in a lively and attractive environment with up to date training at the new Centre of Excellence, plus good wages and prospects.
- Visitors will explore the local countryside especially Holy Island, Bamburgh, Wooler and the Scottish Borders but will not need to travel too far afield to occupy an enjoyable and memorable holiday based in Berwick.

5.3. Destination priorities

Reflecting on the town's USPs and the vision statement, Berwick needs to focus on five main priorities:

1. The Walls
2. Border location/status
3. Heritage and specifically the Barracks
4. Art - Artistic reputation/potential
5. Food and drink offer

In addition three other areas have been identified which are required to help the town operate as an effective destination - to join things up, attract visitors, manage their impacts and enhance their visits. These are:

6. Car parking, signing and traffic strategy
7. Linking the town's quarters
8. Marketing and promotion

The following table explains and develops these priorities in a little more detail:

The Walls

The walls (or ramparts) are at the core of Berwick's heritage and identity. They are complete and in good condition and from a visitor perspective create dramatic views into and out of the town and form an attractive, easily accessible, traffic free, walking route circling the historic core of the town. The walk around the walls should be a key element of a visit to Berwick. The walls themselves could be enhanced by additional, appropriate floodlighting. The interpretation/explanation of the walls could be enhanced, along with the earlier medieval fortifications and Castle. The town could enter for the World Walled Towns competition as a step towards a potential bid for World Heritage Site status in the long term (depending on WHS criteria).

The Border (and town approaches)

Berwick is famous for being on the English Scottish border and having changed hands many times through history. However, crossing the border from Scotland is an underwhelming experience with a simple lay by, which has no information about the area and Berwick. New information should be installed welcoming people to Northumberland, telling a little of the history of the border and attracting people into Berwick. The idea of a major piece of public art has been mooted (One NorthEast Northern Way proposals) which could reflect the history or nature of Berwick and Northumberland. The welcome signage could be reviewed and rationalised and the approach roads into town enhanced with new plantings or artistic features.

Heritage and specifically the Barracks

The walls may be the most obvious heritage feature but the stories of the river, bridges, industries and communities are also very important. Berwick's historic townscape is also a great attraction for visitors. The Barracks has enormous potential yet currently is a little disappointing for many visitors and runs at a deficit. The range of organisations with a stake in the property makes planning a way forward complicated and finding a sustainable and viable future for the property challenging. It has the potential to be the anchor attraction for Berwick at the heart of a wider cultural quarter, with an enhanced parade area outside. A strategic approach to all the heritage stories of the town is required to give focus and interest visitors and to help them appreciate the historic townscape. The town archives are a unique resource which deserves housing in a more accessible location for visitors to use to research family history. Maintenance of historic properties throughout the town is vital to sustain its attractiveness as a place to live and visit.

Art

Berwick has always attracted many well known artists attracted by the special quality of the light and the many stunning views. The Lowry Trail capitalises on this and draws visitors around the town and out to Tweedmouth and Spittal. There is a thriving artistic community with several galleries including the well-established Gymnasium Art Gallery at the Barracks. The long running Berwick Gymnasium Arts Fellowship has a high profile within the artistic community and attracts fierce competition and good publicity. There is scope to build on this activity and better co-ordinate promotion of the artistic offer for visitors. This can include new developments such as the proposed gallery at the Granary development and linking with outlying sites such as Paxton House. Visitors will

be interested in viewing art and photography, purchasing items or reproductions of originals, art based events and special breaks. There is also scope to link with other art outlets in the Scottish Borders and Northumberland and to build up a relationship with the Burrell Collection in Glasgow due to the local Burrell links.

Food and Drink offer

There are opportunities for improving both the retail and catering food and drink offer through encouraging shops to sell fresh fruit, vegetables and seafood and encouraging more local food and drink market stalls. Existing cafes, restaurants and pubs could upgrade their food offer, promote their local sourcing and recipes and ensure that the quality of the service is excellent. Quality Scottish and Northumberland produce could be showcased. New shops, pubs and restaurants could be established - particularly if support packages are made available such as help in finding appropriate premises. The Food Festival, Slow Food movement and food awards will all build confidence, enthusiasm and profile for local food and drink. Speciality retailers could add additional services for visitors such as gift wrapping, postage home and mail order for future orders.

Car parking, signing and traffic strategy

Visitor parking provision needs to be integrated with the parking needs of the working and residential community and an overall strategy is required. The strategy should encourage more people to use public transport, cycle or walk. Options for visitors include looking at park and walk facilities - reducing the number of vehicles which enter the historic town centre. Parking on the outskirts could link to a hop on hop off bus route around the town. The visitor signing from the south could be reviewed to bring visitors along the more attractive Scremerston Road. Once the strategy is agreed a comprehensive signage scheme must be implemented with simple and clear signs for visitors directing them to just one or two parking locations. Visitors are much more dependent on signs than residents and their needs must be seen as a priority.

Linking the town's quarters

Berwick is not a large town however many visitors do not find their way to the Bridge Street shops or the eating places on Hide Hill. The centre of town is only a few hundred yards from the Parade and Barracks but visitors are often tempted to get back in their car and if they don't find another parking place they may head off altogether. By communicating the layout of the town more clearly through promoting named quarters, a specially designed map and improving the appearance of the emptier stretches of street visitors will cover more of the town on foot and be encouraged to stay longer and spend more. Key stretches include West St and the Maltings, the Bridge St-Hide Hill intersection area and links to Parade/Barracks.

Marketing and promotion

Marketing will bring all the strengths of the town together to communicate messages to target markets. Simple improvements can be made to ensure websites are promoting Berwick in a co-ordinated way with common messages. The new map proposed is a key action to help visitors understand the town's layout, walk the walls and visit all quarters plus trails along and south of the river. Events need better promotion and can raise the town's profile significantly. There is scope for

trailing specific promotions targeting key segments in nearby cities for short breaks and joint promotions with Scottish Borders or other Northumberland towns.

These priorities are broken down into a series of more specific actions in the next section in the form of an action plan.

6. Programme of Actions

This section lists all the ideas and proposals suggested during the process or identified by the consultants, under the priority headings. The table summarises the full range of potential actions and begins to identify how we get there and who needs to be involved. With all the actions the crucial factor is what organisation is willing to take the lead and drive things forward. The final sections include a range of potential business development and support actions, plus actions required to co-ordinate between organisations across the plan. It is followed by more detailed descriptions of the top priority actions.

6.1. Action Plan

The key for shading, numbering and initials is at the end of the table.

		Priority	Timescale	Delivery	Lead	Partners
1.	The Walls and Ramparts					
1.1.	Encourage more use of the walls for walking around the town links to 6.4	Very High	Short Term	2	Berwick Community Trust	EH, NT, CT, BBC, LSP
1.2.	Improve interpretation of the Walls at key sites	High	Underway	2	English Heritage	
1.3.	Enter for world walled town competition	High	Short Term	1+2		CS, CittaSlow, EH, BBC
1.4.	Increase floodlighting of walls	High	Medium	2+4		EH
1.5.	Make more of the views from and to the town	Medium	Medium	2+4		
1.6.	Monitor opportunity to bid for World Heritage Site status	Medium	Med-Long	2		EH, CS, Cittaslow
2.	The Border and Town Approaches					
2.1.	Flower planting especially on town approaches - linked to Berwick in Bloom	Very High	Quick Win	1	CittaSlow	Rotary, businesses, community groups
2.2.	Install promotional map and info at Border lay-by	High	Short	1		
2.3.	Iconic public art feature near border into Northumberland	Medium	Med-Long	4		

		Priority	Timescale	Delivery	Lead	Partners
3.	Heritage and the Barracks					
3.1.	Stronger, co-ordinated promotion of heritage	Very High	Short Term	1+2	LSP (Culture Sector Board)	EH, CS, Museum Group, NT
3.2.	Develop the Barracks/Museum into anchor attraction	Very High	Medium	2	BFP	BFP, EH, MOD, KOSB
3.3.	Parade Ground development and enhancement	Very High	Medium	2	BFP	BFP
3.4.	Better establish and promote archives, ideally within Barracks development	Very High	Medium	2	BFP	BFP
3.5.	Interpretation plan for Berwick - to co-ordinate key stories and messages	High	Short Term	2		BBC, EH, BCT, CS, NNTA, Museum Group
3.6.	Co-ordinate and develop more heritage webpages	High	Short Term	1		
3.7.	Community involvement in redevelopment, interpretation and new enterprises at the Barracks	High	Short-Medium	2		
3.8.	Possible location for new quality hotel	High	Medium	2+3		
3.9.	Update Children's Discovery Trail	High	Quick Win	1		
3.10.	Develop new or improve existing trails around the town	High	Short Term	1		
3.11.	Re-enactments, tattoo, carriage rides, archery, boats	High	Medium	2		

		Priority	Timescale	Delivery	Lead	Partners
3.12.	Bloody Berwick history trail for children	Low	Medium	2		
3.13.	Upgrade interpretation at/in churches	Low	Medium	2		
3.14.	Community heritage projects e.g. about boat yard/quay	Low	Medium	2		
3.15.	Open town hall and guildhall for longer hours/tours	Low	Medium	1		
4.	Art					
4.1.	Make more of artistic links, galleries, events, activities - Berwick as the 'St Ives of the North' - visual arts and photography	Very High	Short Term	1,2+3	BBC Arts Officer	Arts Council
4.2.	Encourage/support arts community to further develop arts premises, activities, fellowships and co-ordinate joint initiatives	Very High	Short-Medium	1,2+3	Art community, businesses	BBC, Arts Council, NT
4.3.	Public art installations at key locations or town approaches	High	Short Term	2 or 4		
4.4.	Target visitors with arts interests and develop arts based breaks	High	Medium	2+3		
4.5.	Continue maintaining Lowry Trail panels and print	High	Medium	1		
4.6.	Attract special interest coach trips e.g. heritage and art	Low	Long Term	2+3		

		Priority	Timescale	Delivery	Lead	Partners
5.	Food and Drink					
5.1.	Local food campaign - businesses and community inc. awards, master-classes, healthy eating, listings	Very High	Quick Win	1	BSF	Taste T, MIN, RFG, TOTB
5.2.	Promotion and use of local seafood	Very High	Quick Win	1	BSF	Taste T, MIN, RFG, TOTB
5.3.	Revitalise and integrate the market(s) and encourage fresh food shops, stalls	Very High	Short Term	1	BSF	Taste T, MIN, RFG, TOTB
5.4.	Quayside redevelopment inc restaurant/café with views, and interpretation of site's history	Very High	Medium	2+3	BFP	BFP
5.5.	Local quality campaign - upgrade food skills, service and customer care	High	Quick Win	1		BSF, NNTA, NT
5.6.	Upgraded pubs - food, local beers, accommodation	High	Short Term	3	Private sector	
5.7.	Promote opportunities for new fresh food retail, quality restaurants, and develop an eating quarter	Medium	Long Term	2+3		BTP, BCT, BBC
6.	Car parking, transport and signage					
6.1.	New car parking/traffic strategy (inc review arrival routes into town)	Very High	Quick Win	2	BFP	BFP
6.2.	Upgrade all car signposting	Very High	Quick + Medium	2	BFP	BFP
6.3.	Promote arriving by public transport (& car/bike hire)	Very High	Quick Win	2	BFP	Attractions, businesses, NNTA

		Priority	Timescale	Delivery	Lead	Partners
6.4.	Promote walking and cycle routes. Upgrade and promote riverside walks. Investigate scope for joint promotion of cycle routes with Wooler and Scottish Borders.	Very High	Quick Win/Short Term	2	BCT	NNTA, Rights of Way/Sports Officers, AONB, Ramblers
6.5.	Establish good coach drop off and parking facilities	Very High	Short Term	1	BFP	BFP
6.6.	Walk/cycleway bridge to Spittal - Tweedmouth Estuary Arc	Very High	Medium	2+4	BFP	BFP
6.7.	Improved map boards at car parks and internet version	High	Quick Win	1		
6.8.	Improve signs and information for visitors arriving by train	High	Quick Win	1		
6.9.	Develop new parking areas (as per strategy)	High	Medium	2		
6.10.	Hop on and off circular bus route (as per strategy)	High	Med- Long	2+3		
6.11.	Encourage walkability and Investigate scope for pedestrianisation	Medium	Medium	2		
7.	Linking the town's quarters					
7.1.	Promote the town using quarters - cultural, shopping, (eating), quay, plus improve signage and routes between	Very High	Short Term	1	BCT	BTP, NNTA, BTC
7.2.	Continued active town centre management	High	Ongoing	1	Town Centre Manager	BTP, BCT, BBC

		Priority	Timescale	Delivery	Lead	Partners
7.3.	Outdoor cafes/seating	High	Quick Win	1		
7.4.	Shop frontage improvements	High	Short Term	1		
7.5.	Pride of place type scheme - local environment upgrading	High	Short Term	1		
7.6.	Make routes between retail streets more attractive - West St, Hide Hill, Church St, Maltings	High	Medium	1+3		
7.7.	The Maltings - environmental improvements/public space	High	Medium	2+4	BFP	BFP
7.8.	Plant more trees - create more green areas	Medium	Short Term	1		
8.	Marketing and promotion					
8.1.	Commission an updated visitor map to help achieve and promote 1, 3, 6 and 7 above - as leaflet, info boards and downloadable	Very High	Short Term	2	CT	
8.2.	Review website, co-ordinate and develop new webpages - scope to work with High School as project	Very High	Short Term	2		Tourism officers, NNTA, NT, High School
8.3.	Develop and promote existing events (arts, heritage, food) and new events e.g. May Fair and Dickensian Market	Very High	Short Term	1+2	Local groups	BCT,NNTA, NT
8.4.	Review and upgrade the town guide	High	Quick Win	1		
8.5.	Review location, functions and offer of the Tourist	High	Short-Medium	2	BBC	NT, NNTA, New local

		Priority	Timescale	Delivery	Lead	Partners
	Information Centre (Need to link to parking strategy, websites, visitor management and Barracks development)		Term			authority
8.6.	Joint promotions with Scottish Borders	High	Quick Win	2+3		
8.7.	Target priority segments in nearby cities for short breaks	High	Short Term	2		
8.8.	More live entertainment e.g. in pubs	High	Short Term	3		
8.9.	Promote town as green destination	High	Medium	2		
8.10.	Attract share of developing coastal cruise business	High	Long Term	2+4		
8.11.	Joint marketing with other towns	Medium	Short-Medium	2		
8.12.	Promote adventure sports	Medium	Medium	3		
8.13.	Promote special trips (eg night time pilgrimage to Holy Island)	Medium	Medium	2		
8.14.	Develop better links with holiday parks and encourage more visitors into town	Low	Medium	1		
9.	Other business development and support proposals					
9.1.	Boat trips from quayside or amphibious duck	Very High	Quick Win	3	Private sector	
9.2.	The Granary youth hostel, bistro and gallery redevelopment	Very High	Short Term	2	BPT	BFP, BBC, NSP, NCC, EH

		Priority	Timescale	Delivery	Lead	Partners
9.3.	Review demand and feasibility of new leisure/cinema/tenpin bowling facilities	High	Medium	3		
9.4.	More quality accommodation	High	Short	3		
9.5.	Develop Spittal Point to include environmental improvements, public space, beach activities and leisure facilities	High	Long Term	3	BFP	BFP
9.6.	Retailers to offer additional services for visitors e.g. gift wrap, postage home, mail order for future sales	Medium	Quick Win	3		
9.7.	Above shop developments Marygate	Medium	Medium	2+3	BFP	BFP
9.8.	New boutique hotel	Low	Low	3		
9.9.	Development of a Skills Centre for skills training inc. hospitality	Very High	Short-Med	4	BLST	BFP
9.10.	Skills, training and careers initiative for catering and tourism	Very High	Medium	2	BLST	NT, NNTA
9.11.	Business mentoring scheme	High	Quick Win	1		CT, NNTA, NT
9.12.	Monitor and promote investment/development opportunities	High	Quick Win	2	BBC	NT, NSP, NNTA
10.	Co-ordination					
10.1.	Co-ordination of local groups to achieve actions	Very High	Short Term	1	BCT	BTP

		Priority	Timescale	Delivery	Lead	Partners
10.2.	Recruit a local champion	High	Quick Win	1		
10.3.	Market Town Welcome Group activities eg visit another town for ideas/motivation	High	Quick win	1		
	Key					
	Grey shaded rows are proposals identified in Berwick Futures					
	Shaded actions are identified as the main key projects that the town would like to action					

Acronyms:

AONB - Area of Outstanding Natural Beauty

BBC - Berwick Borough Council

BCT - Berwick Community Trust

BFP - Berwick's Future Partners

BLST - Berwick Learning and Skills Trust

BPT - Berwick Preservation Trust

BSF - Berwick Slow Food

BTC - Berwick Town Council

BTP - Berwick Town Partnership

CS - Civic Society

CT - Chamber of Trade

EH - English Heritage

KOSB - Kings Own Scottish Borderers Regiment

LSP - Local Strategic Partnership

MOD - Ministry of Defence

MIN - Made In Northumberland

NCC - Northumberland County Council

NNTA - North Northumberland Tourism Association

NSP - Northumberland Strategic Partnership

NT - Northumberland Tourism

RFG - Regional Food Group

TOTB - Taste of the Borders

6.2. Key actions

The Action Plan contains many major developments which may take years to realise. These projects, shaded grey in the table, are being pursued by the partners in the Berwick’s Future Programme. This Destination Plan aims to focus most attention on the actions which can be carried forward in the shorter term and which are less dependent on major funding or outside bodies to take the lead. The actions shaded yellow in the above table were rated as highest priority and these are considered in greater detail below - with a view to local organisations being able to take them forward over the next few years.

Several major developments/projects are included - the Barracks, car parking strategy and the new Skills Centre - as they are so crucial to the Destination Plan. The action points for local partners is to ensure that the interests of tourism related businesses or of local interests are incorporated into the plans as they are developed by the Berwick’s Future Partners. Further information on progress with Berwick’s Future will be posted on www.berwickfuture.co.uk from May 2008.

The Walls and Ramparts

Promotion and development of The Walls and Ramparts as a visitor attraction	
Project Number	1.1, 1.2, 1.4
Background/rationale	<p>People in Berwick have a tendency to take the walls for granted. There are no other towns in the UK where one can walk on such open grassy ramparts in a complete circle around the town. The profile of the walls should be heightened in publicity and marketing material as part of the town’s USP. A consistent form of wording should be used: walls, ramparts or both. The circular route is an easy, level walk around the historic part of the town and provides stunning views to the sea, estuary, river, castle and across the town.</p> <p>The walls should be promoted as a key visitor route - almost a ring road from which visitors can reach many of the main features of interest. This needs to be emphasised in the new map proposed in priority 8.1.</p> <p>English Heritage is already developing proposals for improved interpretation.</p> <p>There is some interpretation about the walls in the museum and with plaques in walls at key points. However the overall layout of the walls is one of their most interesting features. Visitors would be very interested to see a scale model of the walls (and earlier medieval fortifications). If this could be featured in a bronze (or similar) casting, perhaps on the parade ground or outside the Barracks it would be a good way of explaining the extent of the town to people, encouraging them to follow the whole route and would of particular interest to visitors with sight impairments.</p> <p>Some sections of the walls are floodlit at night. This could be enhanced and strengthened to present a more dramatic and attractive night-time scene.</p>

	<p>Perhaps green energy mechanisms could be investigated to power the lights.</p> <p>The use of the Castlegate car park extension needs to be resolved, as part of the overall car parking strategy - priority 6.1. Perhaps a scheme which enhances the setting of the walls and encourages people to walk and view them from this aspect could be incorporated with some car parking either on a limited area or for specific events when large numbers are expected.</p>
Cost	<p>Promotion - minimal</p> <p>Interpretation, floodlighting and environmental enhancements - depends on extent of proposals.</p>
Lead Delivery Organisation	Berwick Community Trust
Other Partners	English Heritage, Northumberland Tourism, Chamber of Trade, Berwick Borough Council, Local Strategic Partnership
Key Issues	<p>Needs to link to other work on map, walkability of whole town, promotion of town quarters, signposting strategy.</p> <p>Need to ensure conservation of walls/ramparts themselves.</p> <p>Ensure health and safety issues are addressed.</p>
Timetable	2008-9
Next steps	<p>Incorporate walls as walking route more clearly in new map.</p> <p>Review signposting for walls to see if there is scope for improving</p> <p>Review interpretation of walls and features around the route and plan programme of maintenance, renewal and upgrading</p>

Border and Town Approaches

The Border and Town Approaches	
Project Number	2.1, 2.2 & 2.3
Background/rationale	<p>Flower planting especially on town approaches - linked to Berwick in Bloom. Visitors and local people enjoy seeing attractive floral displays on entering the town. This could range from sowing wildflowers, planting trees or more formal/traditional displays of flowers.</p> <p>Install promotional map and info at Border lay by. Design and produce an attractive info panel with the main selling points of the town and highlighting the route from the lay by and the tourist information centre location.</p> <p>Iconic public art feature near the border into Northumberland. To make more of the border crossing (a big deal for visitors). An opportunity to raise the profile of some element of Northumbrian/Berwick heritage or culture through a high quality feature. Controversial and expensive but could make the border into England a distinctive high point rather than a disappointment.</p>
Cost	<p>Planting several hundreds-low thousands - depending on scale of plans</p> <p>Info design and installation - several thousand.</p> <p>Border art - tens of thousands.</p>
Lead Delivery Organisation	CittaSlow
Other Partners	Rotary, businesses, community groups, local authorities
Key Issues	<p>Appropriate types of plantings</p> <p>Road safety during planting</p> <p>Maintenance requirements</p>
Timetable	2008-9
Next steps	<p>Link to plans already under discussion by local groups</p> <p>Identify priority locations</p> <p>Check potential for community involvement in plans/planting or sponsorship</p>

Heritage and the Barracks

Heritage Improvements and Promotion	
Project Number	3.1, 3.5 & 3.6
Description/Rationale	<p>Stronger, co-ordinated promotion of heritage.</p> <p>Berwick's strongest selling point is its unique heritage and the key messages/stories about this heritage need to be communicated to potential and actual visitors in a strong and consistent way. This includes in marketing materials, webpages, information leaflets and on the ground in the form of signage and interpretive materials.</p> <p>The publication later this year of English Heritage's research into Berwick's historic environment and architecture in book form is a good opportunity to promote key messages and develop interest.</p> <p>Developing a 'Heritage Open Days' programme would be a high profile way of promoting the town's heritage, widening access and promoting local interest.</p> <p>Interpretation plan for Berwick - to co-ordinate key stories and messages.</p> <p>Developing a plan, either among partners or by employing a professional interpretive planner, will help clarify which stories should be told where and through what media. One or two new ideas could be developed and having a plan would assist with applying for grant aid to finance new interpretation.</p> <p>Co-ordinate and develop more heritage webpages. With the reorganization of local authorities not only will tourism marketing be reorganized but also the hosting of websites. This is an opportunity to review how visitors can access information before and during their visits and how good quality information on built and natural heritage can be made available.</p>
Cost	<p>Largely staff/volunteer time and existing budgets.</p> <p>An interpretation plan could cost several thousand pounds if commissioned from a consultant.</p>
Lead Delivery Organisation	LSP (Culture Sector Board)
Other Partners	Berwick Borough Council, English Heritage, Berwick Community Trust, Civic Society, North Northumberland Tourism Association, Museum Group, Northumberland Tourism
Key Issues	Co-ordination between relevant bodies
Timetable	2008-2010
Next steps	Discussions during reorganisation of tourism functions and link to

	discussions over Barracks and Museum.
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Develop the Barracks/Museum into an anchor attraction	
Project Number	3.2, 3.3 & 3.4
Background/rationale	<div style="display: flex;"> <div style="flex: 1;">   </div> <div style="flex: 3; padding-left: 10px;"> <p>The challenge of turning the Barracks from a major loss making property onto a 'must see' attraction which has a sustainable and viable future is extremely daunting. The range of organisations with a stake in the property makes seeking a solution even more complicated. All parties - English Heritage, the Ministry of Defence and the King's Own Scottish Borderers (KOSB), the current and future local authorities and local interest groups will need to work together to realise a solution and will almost certainly require input from both a major funding body (such as One North East, Heritage Lottery Fund or Arts Council) and some private sector investment to make a solution stack up.</p> <p>The Barracks is currently only meeting the needs of a niche market. For general visitors, let alone the more upmarket segments, it disappoints. Visitor numbers to the Museum have dropped from 35,000 to about 15,000 a year. It attracts few new visitors and it is some distance from substantial day visitor numbers. The overall heritage paid visitor market is not growing at the moment. Whilst installing new interpretation is much needed, it will not on its own turn around the fortunes of the property. The property is not Disability Discrimination Act compliant.</p> <p>Berwick Borough Council and partners has just received the final report of a consultants study into the future of the Museum. It calls for radical, distinctive and imaginative change and for the Museum to redefine its role as a key cultural institution within a bold new holistic vision for the Barracks as a whole. Its recommendations are entirely complementary to this destination plan. It proposes a Cultural Heritage Trust be formed to take forward the vision and plans for the Museum.</p> <p>The KOSB Regimental Museum tells the story of the regiment. There are aspirations to make the displays engaging for a wider audience and new approaches or mechanisms for interpretation could help achieve this. The Regiment need to have confidence about the wider Barracks development and will then be able to raise its game to take part in the bigger transformational project. The Ministry of Defence will also need to demonstrate it is flexible about what accommodation it requires for its own purposes in the future and how much can be given over to new usages to make the wider project stack up.</p> <p>A mixed package is required which incorporates retail, catering and other uses - potentially the town archives, or art studios, craft workshops, extended gallery and museum space, educational group facilities etc. It might be that the Tourist Information Centre could be relocated into a new welcome and entry point at the Barracks. These developments may need to be underpinned by a bigger commercial partner in the form of a small, quality hotel/restaurant. Any new use will need to ensure little change is made to the exteriors of the buildings and is sympathetic to its listed status. English Heritage is currently commissioning a Conservation Statement for the site which will help identify what changes could be</p> </div> </div>

	<p>accommodated without undermining its historic interest.</p> <p>A possible quick win action would be to pool modest resources (the MOD have made an offer of £10,000) and launch a local/regional marketing promotion to raise the profile of the Barracks and encourage debate and optimism over its future. This could also include some modest improvements to interpretation and signage (such as vertical banners to draw people to the entrance). The promotion could be designed to include consultation and feedback with local and regional visitors about the future of the buildings. Visitors could be asked not only why they came and what they liked most and least but also what they would like to see happen. Several heritage organisations now share more information with the public over the costs of upkeep of properties and some of the development dilemmas. This approach would help engage the organisational stakeholders as well as the public and could provide some useful data. It could be linked to the outputs of the specific consultancy project and be seen to begin to drive forward changes. (English Heritage is taking this approach at several properties as is the National Trust at Attingham Park.)</p> <p>The redevelopment of the Barracks must incorporate objectives to link it to the local business and residential community more strongly. It must be designed and implemented in such a way as it is not seen as a threat by other retailers, catering or accommodation establishments. There would be scope to engage community groups and schools in developing new interpretation which should run throughout the building, encouraging visitors to explore more of the town. There could be some flexible space which could host local groups, meetings and events. The Barracks needs to be viewed as an essential element in the overall destination plan. It must become an exciting and uplifting place to visit for a wide range of visitors particularly our target market segments.</p> <p>An enhanced parade ground (3.3) is an essential accompaniment to the redevelopment of the Barracks. It needs to make the open space more attractive, easier for parking and ideally incorporate a coach drop off point outside (or closer to) the Barracks</p>
Cost	Millions
Lead Organisation	Delivery Berwick Future Partners
Other Partners	English Heritage, Berwick Borough Council, Museum Group, Ministry of Defence, Kings Own Scottish Borderers, new Cultural Heritage Trust
Key Issues	Developing a long term sustainable future
Timetable	2008-2015
Next steps	<p>Short term promotion, interpretation and signage upgrade to raise profile, engage visitors in debates and gather views about longer term</p> <p>English Heritage Conservation Statement to help set framework</p>

Art

	Make more of artistic links, galleries, events, activities and creativity of the town
Project Number	4.1 & 4.2
Priority actions	<p>Make more of artistic links, galleries, events, activities and creativity of the town - especially through visual arts and photography. Promote Berwick as the 'St Ives of the North'.</p> <p>Encourage/support arts community to further develop arts premises, activities, fellowships and co-ordinate joint initiatives</p> <p>There could be a variety of initiatives under these action points which will depend to a degree on the enthusiasm and specialities of the arts community. Co-ordination, strong promotion and developing positive links will be vital. Activities could include</p> <ul style="list-style-type: none"> • Building on the success of existing events and fellowships to expand activities to a wider audience. • Special features in marketing publications and PR with appropriate magazines/newspapers. • Using websites as well as more traditional mechanisms. • Trialling targeted promotions and arts activities. • Educational activities with local community and visitors, which has the potential to link with other providers such as Field Studies Councils art programmes. • A Gallery Trail. • More local scenes (paintings and photography) featured on quality postcards and posters, helping promote the town. • More public art around the town at appropriate locations.
Cost	Variable but some pump priming funding of a few thousand would enable more ambitious ideas to be trialled.
Lead Delivery Organisation	BBC Arts Officer, Art community, businesses
Other Partners	Arts Council, Northumberland Tourism
Key Issues	<p>Co-ordinating diverse sector and interests</p> <p>Making more of the Burrell at the Barracks</p> <p>Making arts accessible to visitors</p>
Timetable	2008-2010
Next steps	<p>Discussions with arts stakeholders to discuss potential and viability.</p> <p>Continue to build relationships with Burrell Collection and other arts institutions</p>

	Arts businesses to develop closer links with other tourism businesses inc. accommodation
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Food and Drink

Promotion and Use of Local Food	
Project Number	5.1, 5.2 & 5.3
Description/Rationale	<p>Local food campaign - working with businesses and the local community to encourage healthy eating of fresh local produce. Encourage cafes and restaurants to feature local dishes and locally sourced produce and to promote the fact. Actions could include generating PR through awards; holding masterclasses with high profile chefs/producers; organizing visits to local producers; education projects with schools and with catering students. Build on existing listings of producers and retailers, promote through websites and county/regional partners. Strengthen and support Food Festival.</p> <p>Promotion and use of local seafood. A specific focus is to check sources for locally caught seafood and identify any barriers to increasing supplies to local caterers and retailers. Could include masterclasses on preparation and cooking, brokering business links and PR.</p> <p>Revitalise and integrate the market(s) and encourage fresh food shops, stalls. Hold discussions with market organizers and stall holders. Research demand for fresh vegetable/fish retailing</p>
Cost	Modest budgets for most actions to help support and pump prime action - e.g. for additional market stalls or for education materials.
Lead Delivery Organisation	Berwick Slow Food
Other Partners	Taste T, Made in Northumberland, Regional Food Group, Taste Of the Borders, North Northumberland Tourism Association, Northumberland Tourism
Key Issues	Tackling supply and distribution problems Changing local eating habits of communities on low incomes
Timetable	2008-2010
Next steps	Seek advice from regional food partners and identify successful models (markets/shops/networks) from around the region. Discussions over challenges, barriers and possible ways forward. Sell the benefits to businesses and generate PR along the way.

Car Parking, signage and transport strategy

Car parking, transport and signing strategy	
Project Number	6.1 & 6.3
Description	<p>The approach ties in with recommendations in Berwick’s Future report reducing the number of small car parks and directing visitors to just one or two larger upgraded car parks. Visitor parking needs to be relatively long stay - 4 -5 hours to ensure they don’t move off too soon. In the short term the most suitable parking for visitors remains Castlegate (from the north/for shopping quarter) and the Parade (from the south/for cultural quarter).</p> <p>In the longer term, and if additional parking can be developed outside the historic core, the strategy should be to increase the proportion of people parking and walking ideally linked to the development of a Berwick Bus - circular one way route round the quarters of the town, plus Spittal and Tweedmouth. This will need to be an attractive offer e.g. an all day ticket with free parking included and discounts at attractions. Possible locations for additional parking include at/near the Station (from where the bus could depart) and Tweedmouth (perhaps at the Dock, for visitors from the south who could be encouraged to walk into the town over the old bridge.)</p> <p>Signage for visitors should be attractive, simple and clear, using brown and white signs. Tatty, poorly maintained or missing signs are some of the most common and significant complaints by visitors and can put them off visiting a destination at all. Simple signing for visitors giving them easily understood choices should be developed e.g. ‘Visitor parking for Cultural Quarter’, ‘Visitor Parking for Berwick Bus’ or ‘Shopping Quarter Parking’ with symbols. Perhaps even a P symbol and figure walking over a bridge to indicate Park and Walk from Tweedmouth. There may be scope for dynamic signs telling drivers where there are available parking spaces as they enter the town.</p> <p>Welcome signage is important and in Berwick retaining and repainting the old town welcome signs (or installing attractive replacements) should be a priority. The A1 brown and white visitor signing from the south could be reviewed to bring visitors along the more attractive Scremerston Road.</p> <p>The parking strategy needs to account for the needs of overnight visitors and the permit system for hotels, guest houses and B&Bs. Visitors need easy access to cars to unload and may be nervous about leaving cars overnight in an unfamiliar town. Businesses could encourage more non car based visitors by promoting pick up services from the station, cycle storage, car hire and taxi services. Attractions, publications and websites should promote public transport options before giving directions for cars.</p>
Cost	Developing the strategy will require technical experts. Implementation will be a major Berwick’s Future project.
Lead Delivery Organisation	Berwick’s Future Partners

Other Partners	Making the case for tourism via Berwick Community Trust, North Northumberland Tourism Association, Chamber of Trade, Citta Slow
Key Issues	Review of county parking policies with local government reorganisation.
Timetable	2008-2012
Next steps	Continue dialogue with planners, Berwick's Future partners and local authorities. Repaint town welcome signs. Review condition of visitor signing and clean/repair for 2008/9. Improve information on alternative transport in all promotional information.

Promote cycling and walking	
Project Number	6.4
Priority actions	<p>Promote walking and cycle routes, including long distance routes, circular routes and short easy access options.</p> <p>Upgrade and promote riverside walks.</p> <p>Investigate scope for joint promotion of cycle routes with Wooler and Scottish Borders.</p> <p>Highlight walking and cycling routes or start points on new map</p> <p>Promote bike hire facilities and encourage businesses to cater for walkers and cyclists e.g. joining the walkers and cyclists welcome grading for accommodation. Offer cycle hire to holiday park visitors to encourage them to explore further a field.</p>
	
Cost	Modest initially. Physical route improvements more costly.
Lead Delivery Organisation	Berwick Community Trust
Other Partners	North Northumberland Tourism Association, Rights of Way/Sports Officers, AONB, Ramblers
Key Issues	<p>Co-ordination and linkages</p> <p>Avoiding proliferation of too many different formats of information</p>
Timetable	2008/9
Next steps	<p>Compile all existing info on routes and co-ordinate easily understandable options for promotion e.g. on websites.</p> <p>Investigate requirements, costs and funding for upgrading riverside walks.</p> <p>Review locations where cycle racks required e.g. station, Parade</p>

Establish good coach drop off and parking facilities	
Project Number	6.5
Background/rationale /issues 	<p>Coach tours are not currently a significant market in Berwick. Berwick is included in just one of the 13 themed tour Itineraries produced by One NorthEast's Travel Trade Department. This tour is themed as 'Castles of Northumberland' and runs from Alnwick north with Berwick as an option for a final stop off One NorthEast's Group Travel Guide 2008 lists North Road Industrial Estate for coach parking at a price of £6 a day. Coaches are not necessarily a high priority market to spend money trying to attract, except perhaps special interest groups coming for the whole day. However it is important to resolve coach drop off and parking as part of the wider traffic and parking strategy. Once resolved coach operators are much more likely to include Berwick on itineraries and there will be an increase in footfall at attractions and more retail/catering spend. While the market is not necessarily high spending it can be welcome business for many, especially if the coaches can be accommodated without much impact. One coach is easier to accommodate than 25 cars which could bring the equivalent number of visitors. Coach facilities will also be important if cruise business develops.</p> <p>A central drop off point is vital as coach visitors are often not very mobile and will not want to walk far. Seating close to the pick up is also important as visitors wait to re-board the coach. Ideally coach parking should in the same location or at least not far away. Driving a coach out of town and back in again doubles the impact on traffic. Also drivers have to have minimum breaks for legal reasons and moving the coach makes this more difficult. Finally coach drivers prefer to park close to facilities such as shops, cafe and toilets for their own comfort and will often shun destinations which they find inconvenient or unattractive.</p> <p>Investigate options for coach parking - either one or two spaces on the Parade or converting Chapel Street/Swan Yard car park for coach parking. Other options would be further out of town and therefore less desirable.</p> <p>Clarify best drop off point - to be incorporated in redevelopment of Parade.</p> <p>The best location for a coach drop off is on the Parade which fits into the loop coaches take from Walkergate round the Parade and back via Chapel Street. It is also an attractive and safe arrival point for visitors.</p>
Cost	To be investigated - not necessarily high.
Lead Delivery Organisation	Berwick's Future Partners
Other Partners	Berwick Borough Council
Timetable	2008/9
Next steps	<p>Discuss coach drop off and parking options with planners and traffic management interests.</p> <p>Check out feasibility and costs of converting Chapel Street car park.</p>

Linking the town's Quarters

Promote the Town using Quarters	
Project Number	7.1 & 7.6
Description and rationale	<p>Identify and promote town quarters</p> <p>Identifying specific quarters of the town helps visitors understand the layout and encourages them to explore all the quarters on foot (walkability), spending longer here. It also boosts business confidence and helps attract new retailers or other developments.</p> <p>In Berwick the retail/shopping quarter is most obvious - the priority being linking Marygate/Castlegate with Bridge Street. Discussions will be required as to the extent of the cultural quarter - whether it can have the Barracks as its anchor but also stretch to the Maltings/Granary and galleries in Bridge Street. (This may depend on the future direction for the Barracks - if it becomes more of a heritage site it may be possible to have a heritage and also a cultural quarter.)</p> <p>The Berwick's Future masterplan identifies a spatial framework with a similar proposal of polycentric development focused on quarters. Its 'New Horizons' Quayside Quarter would focus on eating, drinking and an evening economy supported by new developments on the Quayside. Until that development goes ahead there could still be an eating quarter focusing on Hide Hill/Sandgate. This excludes eateries in other parts of the town. Inevitably there will not be a perfect fit but if a simple plan can be agreed this will really benefit the visitor and could have considerable business benefits. A learning and enterprise quarter may be valuable for the town but will not be of interest to visitors. They will however be encouraged to visit Tweedmouth, the Estuary Arc and Spittal if a similar approach is taken to brand or label specific areas of interest outside the historic core of the town. New signage for the quarters will need to be incorporated into overall strategic signing improvements</p> <p>Better link quarters and key streets</p> <p>In terms of improving the physical and aesthetic links between key streets and thus the quarters of the town the main challenges include:</p> <ul style="list-style-type: none"> • linking Marygate with West St, Bridge St and the Maltings • the Bridge St-Hide Hill intersection area • along Church Street to the Parade/Barracks <p>The main problem is that there are gaps in the retail areas and sections of street which appear blank or unattractive. For example at the bottom of Hide Hill the cluster of banks and offices are uninteresting to visitors and they don't see the Bridge Street shops despite them only being 20 yards or so further along. Visitors need to be encouraged to walk a little further improving the visual appearance of the buildings or streetscape along the blank stretches e.g. by painting frontages, potted plants, window boxes, window displays, street furniture or even tree</p>

	planting where feasible. Additional signage may be necessary e.g. at the top of West Street to the Old Bridge and Bridge Street. The entrances to the Maltings need to be significantly upgraded including new road/paving surfaces.
Cost	Identifying and communicating quarters relatively modest costs. Environmental improvements more costly.
Lead Delivery Organisation	Berwick Community Trust
Other Partners	Berwick Town Partnership, Berwick Town Council, NNTA
Key Issues	Need to link to outer town quarters including beach, Tweedmouth and Spittal
Timetable	2008-10
Next steps	Discuss best layout for quarters and link to Berwick's Future discussions Develop ideas for frontage improvements and open discussions with relevant property owners. Perhaps along lines of shop frontage improvement schemes.

Marketing and Promotion

Berwick Map	
Project Number	8.1
Description/Rationale	<p>Commission an updated visitor map to promote the town walls for walking, and help visitors explore the town's quarters, historic fabric and heritage. The existing map is attractive and enjoys support from town businesses however it could be developed further to make the town more 'legible' for visitors. The map will help develop more of a sense of place and encourage people to wander through quieter areas, developing the walkability of the whole town. The existing map information boards in car parks are becoming faded and are due for renewal.</p> <p>The map can be developed as a leaflet but also on information boards and as a downloadable file from the website.</p>
Cost	<p>Redesign of artwork - several hundred pounds</p> <p>Production and installation of new map information board a few thousand pounds</p>
Lead Delivery Organisation	Chamber of Trade
Other Partners	Berwick Community Trust, Citta Slow, English Heritage, Borough Council, NNTA
Key Issues	<p>Link to walking/cycling plans and discussions over town quarters</p> <p>Include any current changes to facilities</p>
Timetable	for early 2009
Next steps	<p>Source some good examples of maps from other towns</p> <p>Clarify plans for town quarters and walking/cycling routes</p> <p>Commission new version and pilot draft versions with visitors</p>

	Website Information
Project Number	8.2
Priority action	Review website information available to visitors on Berwick - including local town, borough, tourism association and county websites. Identify scope to link existing information better and also gaps - what topics and information is not covered well? Identify priorities for new web pages - e.g. on heritage aspects, events, walking, downloadable files etc. Draft new text, source photos/visuals, circulate drafts to partners and publish. There may be scope to involve students at the High School as a project for them to critique existing pages and propose new ideas and carry out research and design.
Cost	Mainly time and staff/volunteer resources
Lead Delivery Organisation	Berwick Community Trust?
Other Partners	Tourism officers, NNTA, Northumberland Tourism, High School
Key Issues	How local government reorganisation will impact on current website provision Ensure make the most of linkages e.g. with accommodation databases at Northumberland Tourism website The whole tourist information provision across Northumberland may be reviewed as part of local government reorganisation. Websites will play an important role in this.
Timetable	2008/9
Next steps	Start review of existing info - try to approach as if various types of visitor with different requirements.

	Events
Project Number	8.3
Priority actions	<p>Develop and promote existing events (arts, heritage, food) and explore feasibility of new events e.g. May Fair and Dickensian Market</p> <p>Festivals and events are a very important element of a destination's offer. They animate the town, generate memorable experiences for participants and audiences and add to the town's overall profile. A wide range of skills are required to run events including creative, organizational, administrative, promotion, people management and regulations such as health and safety. Many festivals are driven forward by volunteers. There will be ways of sharing existing expertise, experience and resources in order to help events organizers and so strengthen events and help promote them more effectively.</p> <p>Support and good practice from elsewhere could be explored (see for example the Celebrating Shropshire Festivals and Events project which increased local capacity, skills and impact) making the most of support from county and regional partners.</p>
Cost	Depends on action agreed - from minimal to more significant amounts.
Lead Delivery Organisation	Local groups
Other Partners	Berwick Community Trust, North Northumberland Tourism Association, Northumberland Tourism, Arts Council
Key Issues	<p>Ensure dates are set and circulated well in advance</p> <p>Work with other festival and events organisers locally and across the county</p>
Timetable	2008 ongoing
Next steps	Discussions amongst events organisers, with county regional partners to clarify key challenges and needs.

Other Business Development and Support Proposals

Skills Centre	
Project Number	9.9
Description	<p>There are current proposals for a development of a new Skills Centre in Berwick. This will be a significant development and could have major beneficial impacts on the visitor economy. The priority is to ensure that the needs of tourism related businesses are incorporated into the plans. This will include training in catering, hospitality, customer care, computer technology plus other more niche areas such as art, heritage and outdoor activities.</p> <p>This should help equip local people with better skills levels and help improve the product and level of service local businesses can then provide. It could potentially help foster more of a hospitality culture so that businesses value skills and young people see the attractions of careers in the visitor sector. This is an essential part of an overall destination plan - the people skills and attitude to support the overall shift in strategy.</p>
Cost	Major Berwick's Future investment
Lead Delivery Organisation	Berwick Learning and Skills Trust
Other Partners	Berwick's Future Partners
Key Issues	Ensure dialogue with tourism businesses re their needs and ensure employer involvement.
Timetable	2008-2010
Next steps	Keep tourism needs on the agenda with plans for the Centre

Co-ordination of Local Groups

Co-ordination of local groups to achieve actions	
Project Number	10.1
Description/Rationale	<p>Co-ordination of local groups to achieve actions - It will require considerable effort and co-ordination to deliver the actions in this destination plan. Communication between the various partners who are willing to lead on actions is crucial. Communication about progress is important to maintain enthusiasm and momentum.</p> <p>This is particularly challenging during a period of local government reorganisations when some roles and responsibilities will be changing. Berwick Community Trust is best placed to make the links at a local level and to work with the wide range of partners. County bodies such as Northumberland Tourism and Northumberland Strategic Partnership can help support some actions. Specific local groups such as Citta Slow and Berwick Slow Food are well placed to lead on their priority issues. The Chamber of Trade and North Northumberland Tourism Association need to ensure the private sector are engaged and contribute.</p> <p>Resources will need to be used wisely to help maximise local capacity to contribute and make an impact while sustaining local voluntary effort and identifying possible sources of funding or expertise from outside bodies.</p> <p>While the Plan is designed to cover a 10 year period the action plan and priority projects should be reviewed regularly every couple of years to monitor progress and achievements and to adjust to progress and events in the wider environment.</p>
Cost	Minimal - but considerable time and staff/volunteer resources
Lead Delivery Organisation	Berwick Community Trust
Other Partners	Berwick Town Partnership, Northumberland Strategic Partnership, Chamber of Trade, NNTA, Citta Slow, Berwick Slow Food, all other partners
Key Issues	Communication and keeping momentum going.
Timetable	Ongoing
Next steps	<p>Start work on quick wins and maintain communication eg via periodic updates, meetings, events, PR.</p> <p>Celebrate with PR when actions achieved</p>

6.3. Northumberland wide projects

As the Destination Plans developed it was clear that there were many common themes between the emerging priorities in each town. The same issues cropped up in many towns and opportunities for joint working to address many of these emerged. So for example while a particular town may want to improve a local walking route there will also be scope to link it into a wider network and to undertake a joint promotion to walkers.

The themes where there is potential for joined up action across the towns are:

- Outdoor activities - walking/cycling, watersports, nature based tourism
- History and heritage
- Food and drink
- Art, culture and events
- Business support and training
- Planning, infrastructure and destination management
- Promotion of investment opportunities

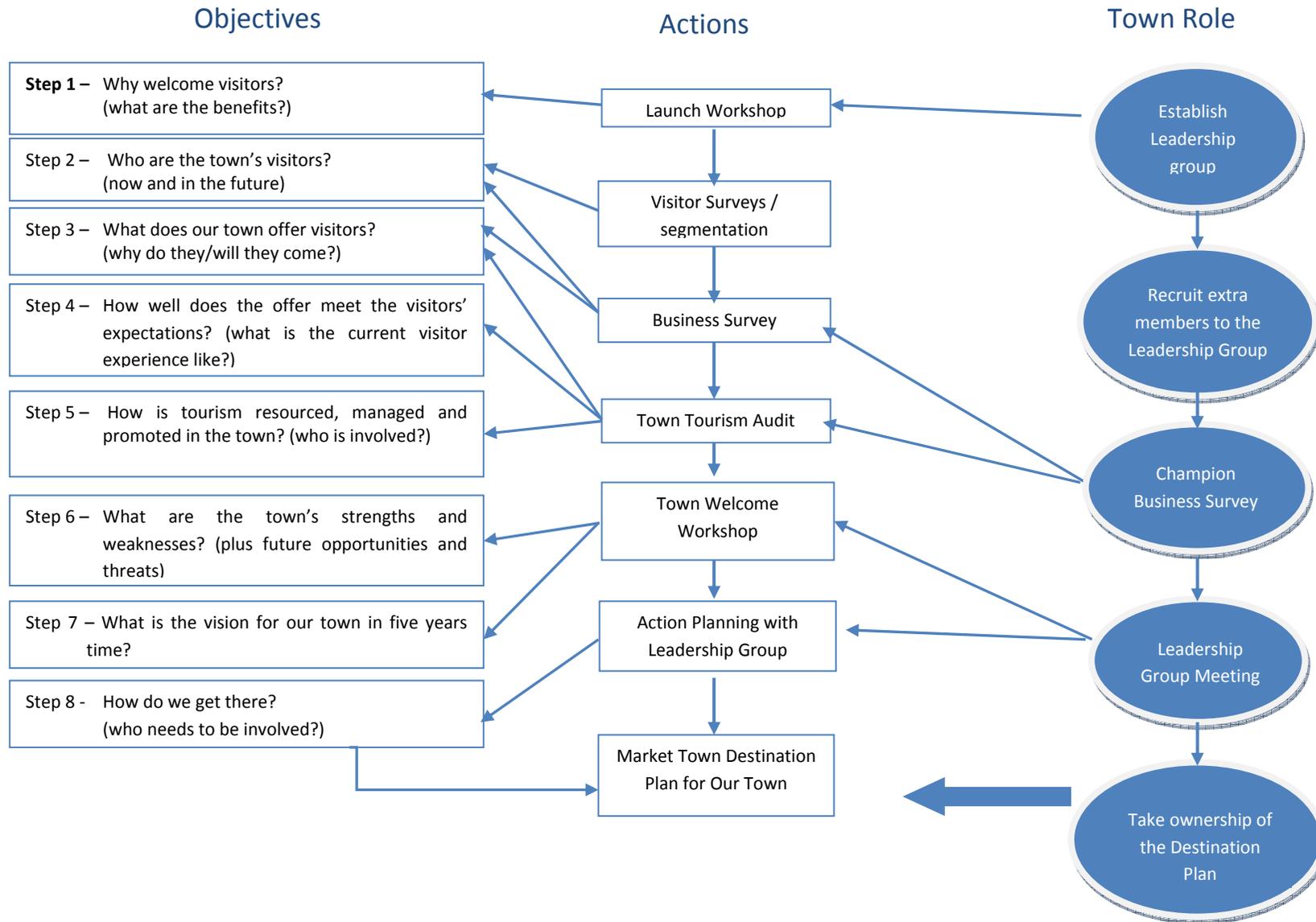
Berwick has an opportunity to participate in many of the joint initiatives proposed which are detailed in the Market Town Welcome Over-arching report. In particular it is in a good position to lead collaborative projects particularly in regard to **Food and Drink** and **Art and Events** as it has a stronger profile and more active organisations in these fields than many of the other towns.

The advent of a new unitary authority opens up opportunities to develop broader approaches to issues such as car parking, promoting investment opportunities and promoting public transport. There may be scope for county based initiative for developing volunteer capacity in events organisation. There is definitely demand for workshops and training for the tourism sector which could be organised across the county and help businesses network.

The partner organisations need to maintain close links with Northumberland Strategic Partnership, Northumberland Tourism and One North East to ensure they can take part in and capitalise upon any collaborative projects. They should also agitate for projects which help them better deliver this action plan.

Annexes

1. Annex 1 – Destination Management Plan Template



2. Annex 2 - Organisations and Individuals who have contributed to the development of this plan

Name	Business/organisation
Tim Kirton	Head of Regeneration Berwick Borough Council (BBC)
Russell Sandbach	Berwick Community Trust
John Robertson	Robertsons, Councillor BBC and Chamber of Trade
Neil Brown	Town Centre Manager
Liz Houghton	Slow Food Berwick
Ruth McNeely	The Old Vicarage Guest House, Tweedmouth, NNTA
Tina Mulvey	Hay Farm House, Cornhill on Tweed, NNTA
Diane Lingwood	Northumberland Strategic Partnership
Gillian Simmons	Local Strategic Partnership
Lorna Suthren	Tourism Officer, BBC
Louise Ingells	Tourist Information Centre Manager
Sarah Luff	Tourist Information Centre Manager
Bernard Shaw	Berwick Cittaslow and Civic Society
Giles Ingram	Northumberland Tourism
Eric Brown	Northumberland Tourism
Jill Spence	The Market Shop and Sallyport Gallery
Gary Greenaway	Queens Head Hotel
Anne Smith	Berwick Borough Council Tourism
Jess Chapman	40 Ravensdowne B&B
Peter Rutherford	Head of Planning and Development BBC
Chris Green	Berwick Museum
Carol Pringle	Sweet Memories
Yvonne Balfour	Thomas Charles Upholsterers, Spittal
Pam Wardle	The Granary Guest House
Eric Deighton	The Walls Guest House
Tony Hacker	Berwick Care Homes
Malcolm Sutcliffe	English Heritage
Carol Pyrah	English Heritage
Shona Alexander	Director of Regeneration, BBC

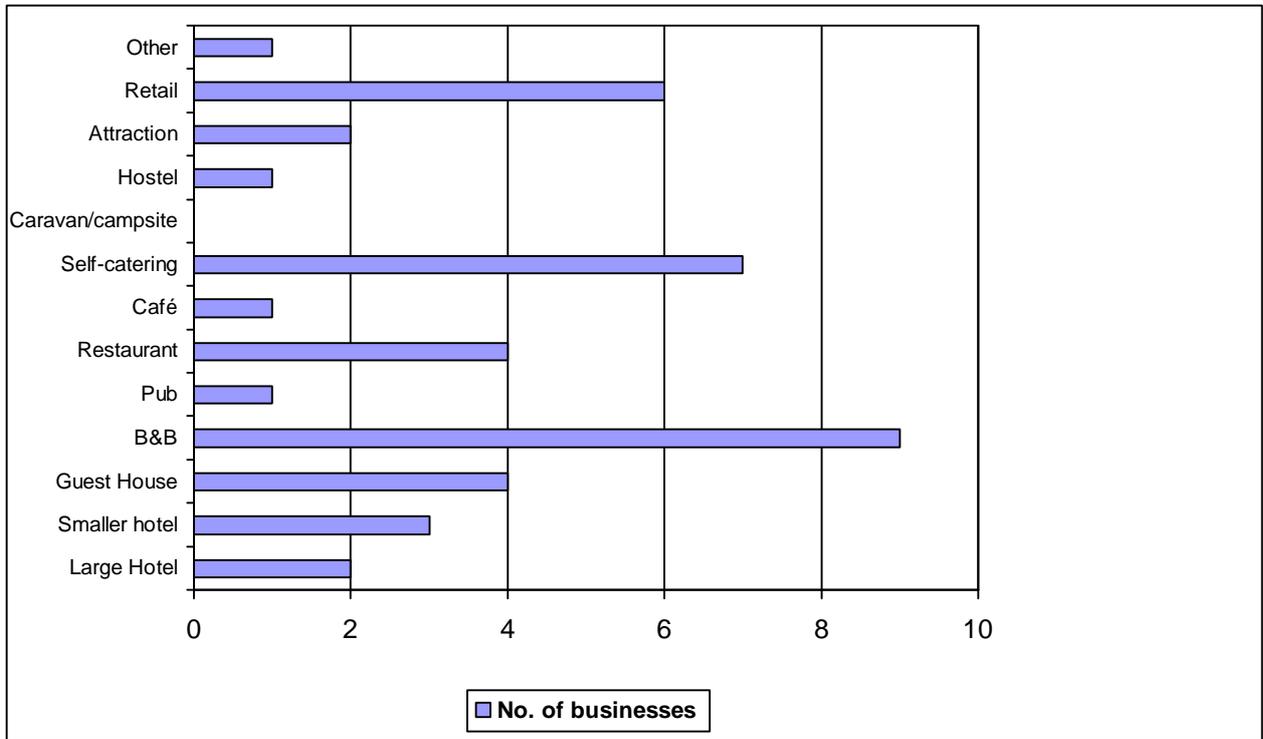
Nicola Bexon

English Heritage

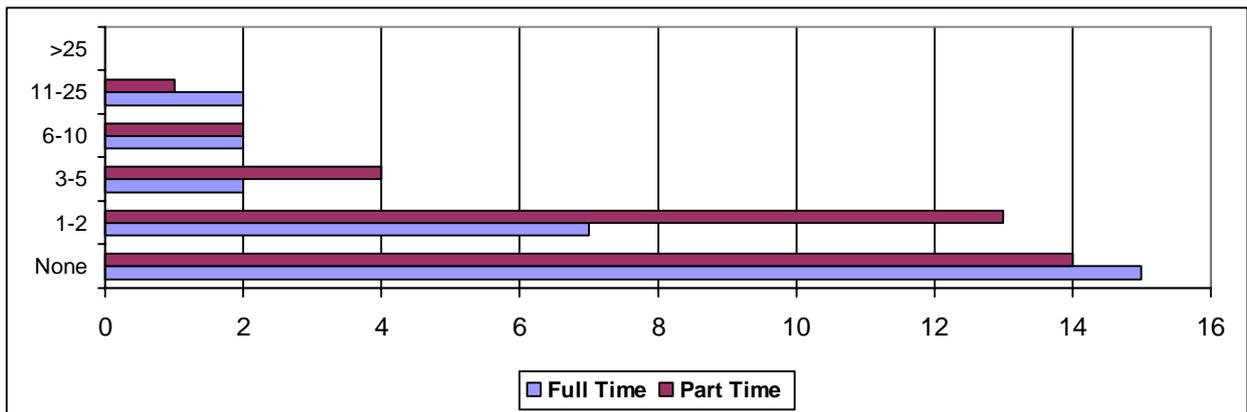
3. Annex 3 - Business survey results

35 Businesses responded to the survey in Berwick. The following charts give an overview of the main results:

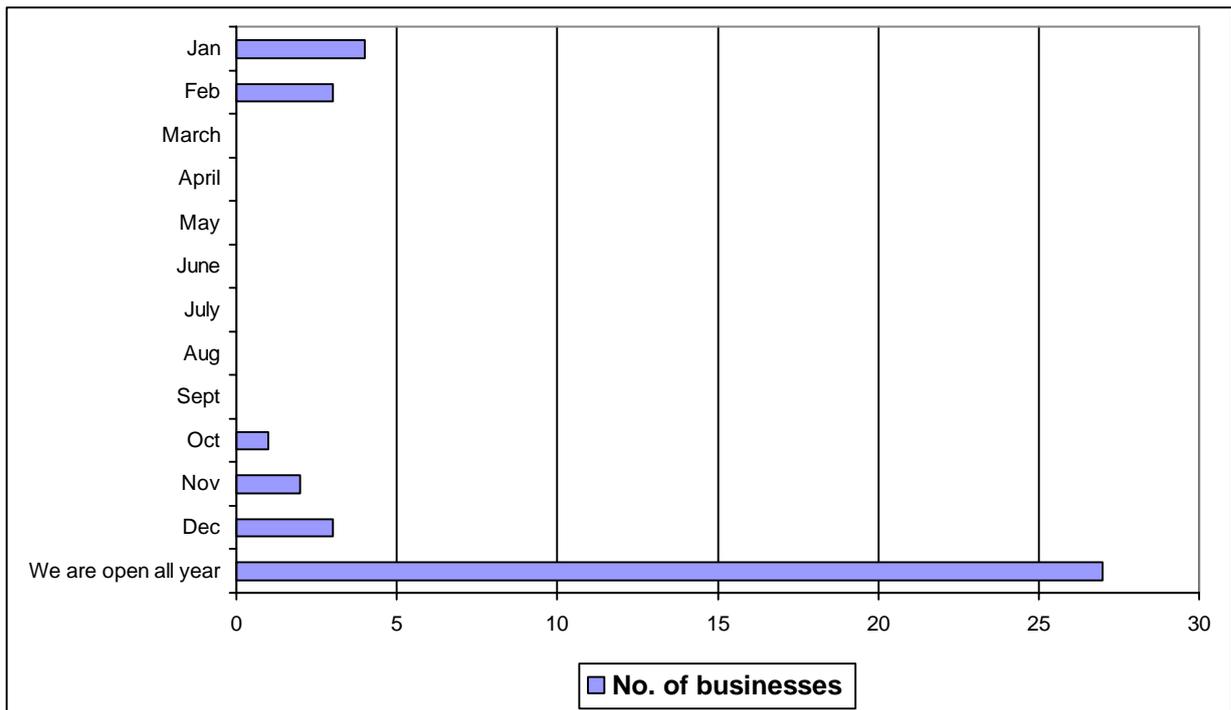
Type of tourism business - respondents



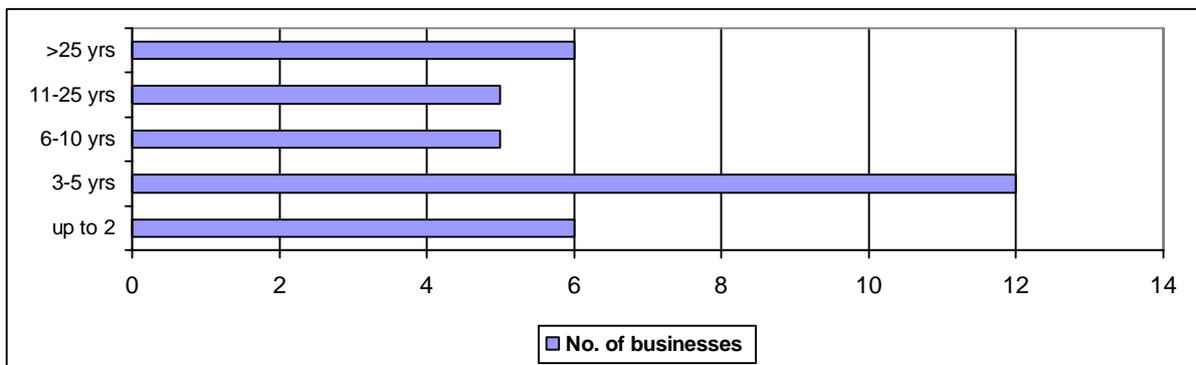
How many staff do you employ on average?



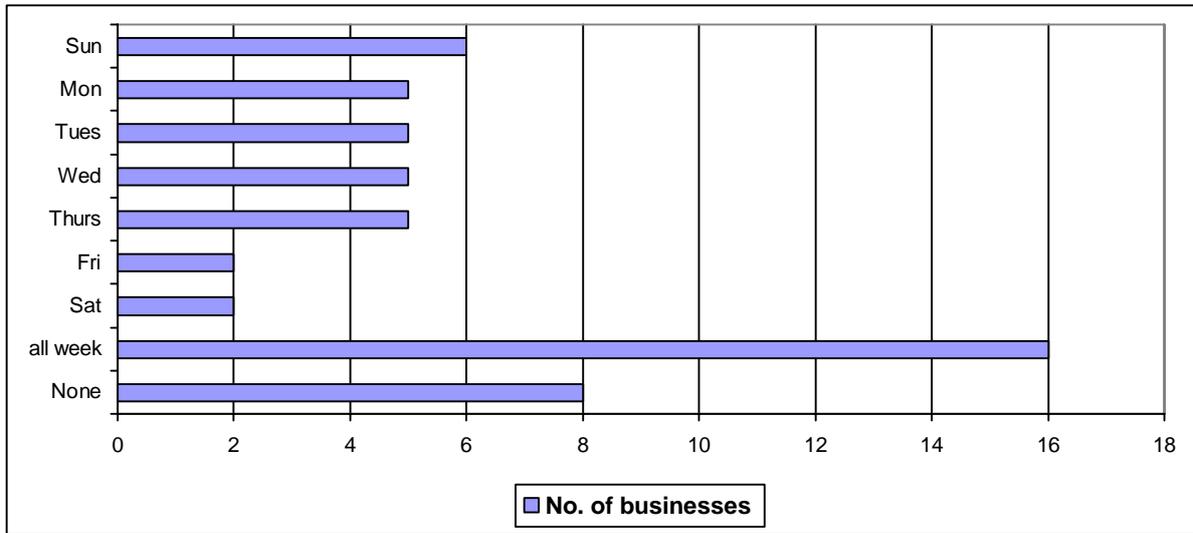
Which months of the year are you closed?



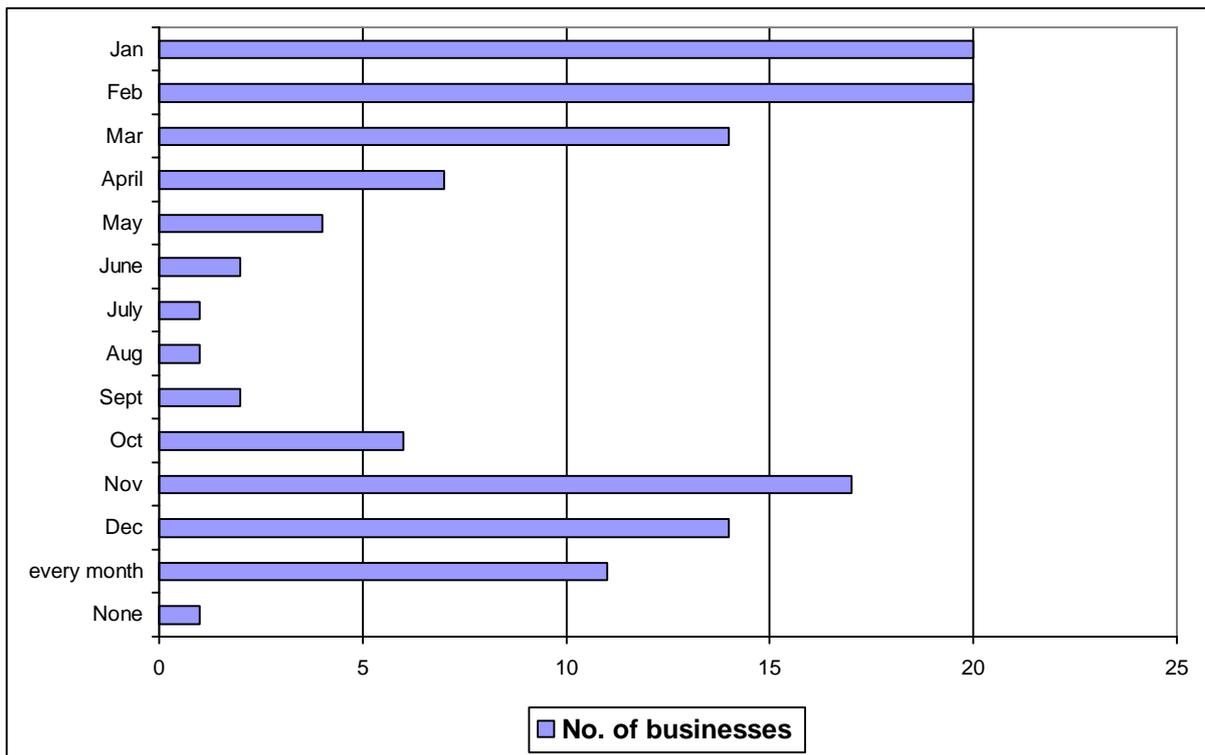
For how many years have you operated this business?



Are there any particular times of the week that you would like to see an increase in your business?



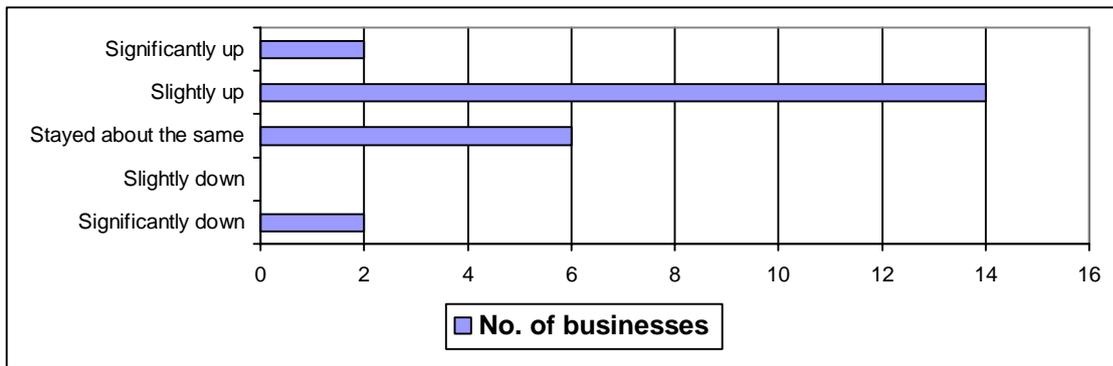
Which months would you like to see an increase in your business?



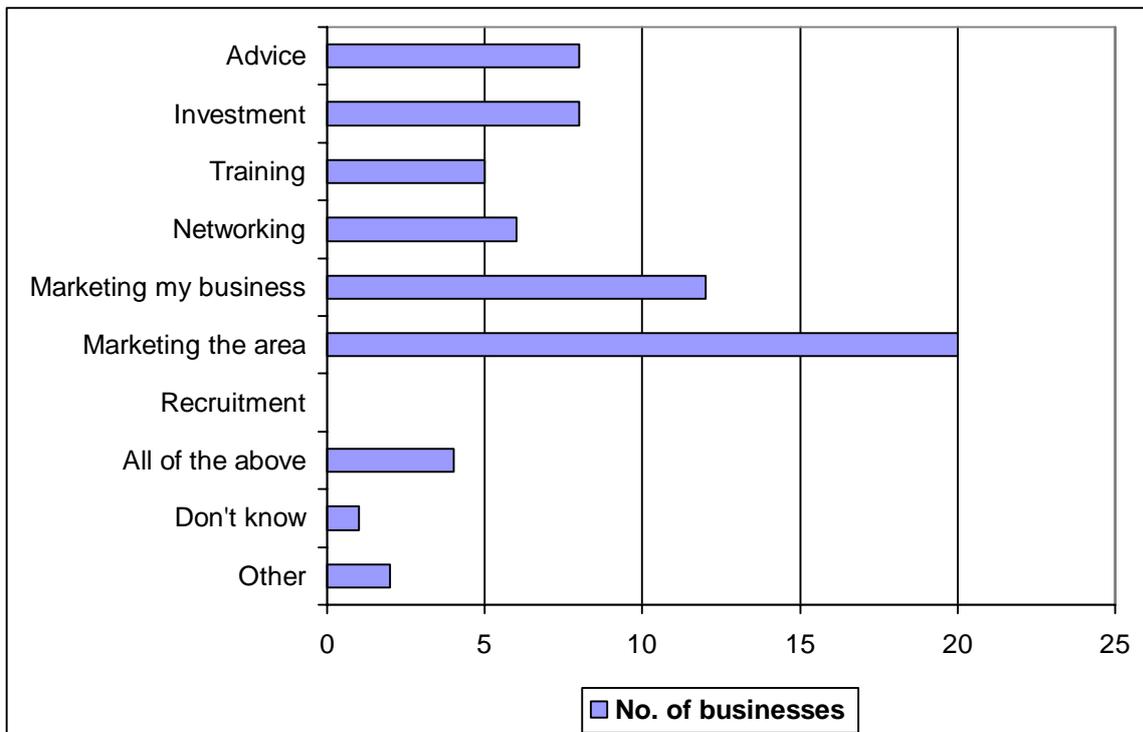
Do you have any expansion development plans for your business?



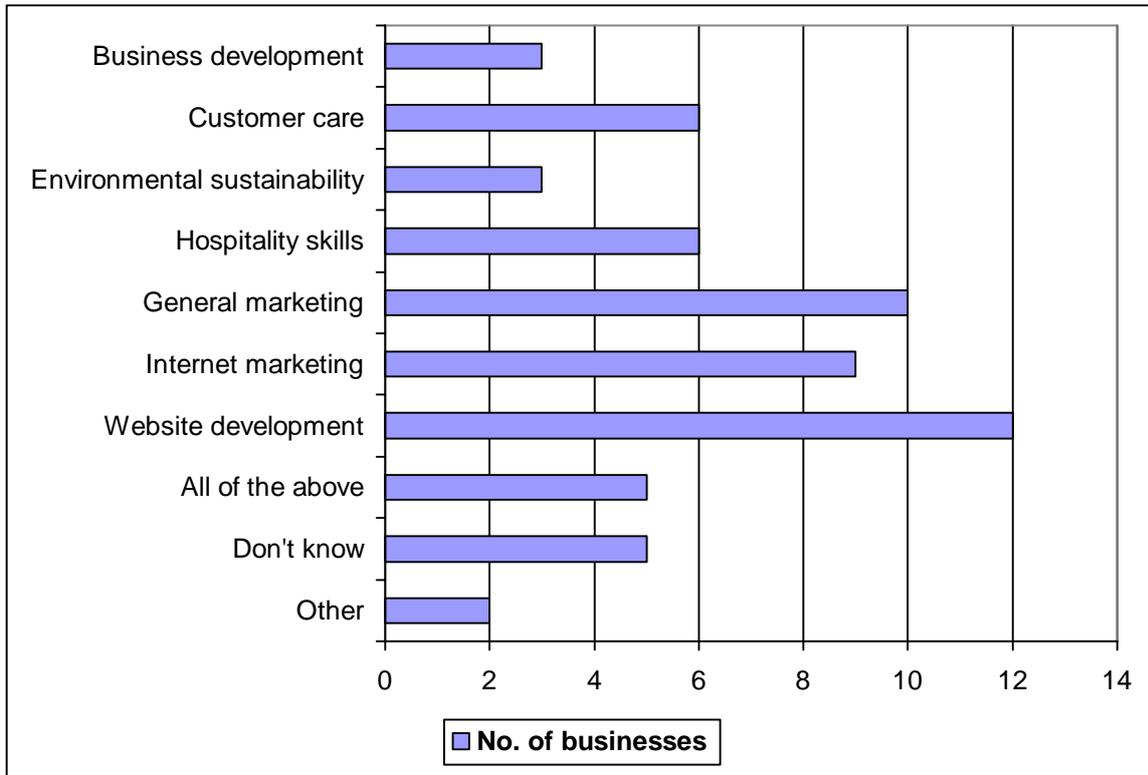
What has been the trend in your profitability in the past three years?



What support from the local authorities, tourism bodies or other organisations would be of greatest benefit to you in the development of your business?



Are there any specific training needs which would benefit your own business, your staff, or other operators in the wider area?



4. Annex 4 - Visitor Segmentation – Arkenford Categories and definitions

4.1. Functionals

Brian and Susan

Outlook

- Functionals are very resistant to spending and appear pretty self reliant.
- They are very price driven and value functionality strongly over style.
- They are very traditional in their values, and are not prepared to pay for fashion, style or “individuality”.
- Service is something that they expect as opposed to something they will pay extra for.
- Whilst they are not early adopters they are interested in new experiences, and are happy to try new things.
- They also enjoy intellectual challenges, arts and culture.

Interests and Activities

- **Personal interests** – DIY, gardening, arts & culture.
- **Days out and attractions** – Interested in heritage attractions. Seeking a nostalgic and somewhat educational experience.
- **Shopping** – Higher propensity to use the lower cost supermarkets e.g. co-op. Budget clothes shops are used and a low amount spent on clothes purchases.
- **Eating & drinking** – Lower propensity to eat and drink out compared to other segments. Price & functionality is important. Social clubs or Weatherspoons pubs are favoured drinking establishments (price sensitive).
- **Nights out** – Most likely to be a trip to the cinema or a trip to the theatre.
- **Media** – Mail & Telegraph are the most popular newspapers. Lowest proportion of all segments owning satellite/ cable TV. Into news, films and comedy.
- **Holidays** – Most likely to choose a specialist operator or an independent holiday company. Unlikely to use a dedicated internet holiday company but quite likely to book accommodation online & arrange travel themselves. Low frequency of holiday taking and most likely to do a short break in the UK and a longer holiday overseas.

4.2. Traditionals.

Hilary and Robert

Outlook

- Traditionals are a main stream market. Their members are relatively self reliant and internally referenced with possible tendencies towards being sustainers.
- Brand is not a key purchase driver for this segment but it does not mean that they are brand averse.
- They are more likely to hold traditional values.
- Functionality is far more important than style and they are not swayed by products with style and individuality, although they will still go for something out of the ordinary.
- They value good service, and this is something that they will pay for, especially in terms of individual attention.
- They are unlikely to justify spending on expensive alternatives.
- They live life at a relaxed pace and enjoy intellectual challenges, arts and culture.

Interests and Activities

- **Days out and attractions** - those that are geared towards heritage and investigation will appeal to the Traditionals. This includes National Trust attractions, churches and cathedrals and botanical gardens.
- They are looking for days out and attractions that are peaceful & relaxing, nostalgic and educational.
- **Personal interests** - include gardening and arts and culture.
- **Eating & Drinking** - For Traditionals, the traditional pub is the type of eating and drinking establishment that holds the greatest appeal.
- **A good night out** - for this segment would be going for a drink or a meal out.
- **Holidays** – Being an older segment, they are most likely to use Saga but also domestic niche operators (e.g. English Country Cottages). They are also most likely to use the telephone for booking.
- A good short break for Traditionals would give them the chance to escape, slow down and do their own thing.
- **Media** – Enjoy news, history and nature programmes on TV.

4.3. Cosmopolitans

Jake and Tamsin

Outlook

- Strong, active and confident.
- Do what they want rather than follow any particular fashion.
- Stylish people but it is individuality rather than fashion that is important to them.
- Comfortable trying new things that are out of the ordinary.

- Happy to adopt traditional values when appropriate.
- Early adopters but this is generally based on their personal interest in new products and opportunities rather than on fashion trends. A result of this is that they are early to try out new products, especially in the field of new technology.
- Value and seek functionality in their purchases.
- High-spending market and find it easy to justify buying expensive alternatives.
- To be given individual attention is very important for Cosmopolitans and they are willing to pay for it.
- Are risk takers and this is reflected in their purchases and their desire for things that are new and different. They like new challenges, both physical and intellectual.
- Have an appreciation of art and culture.
- Life for this group is full and active, yet peace and relaxation is still valued in the right circumstances.

Interests and Activities

- **Personal interests** - Cosmopolitans like shopping, cooking and arts and culture.
- **Days out and attractions** - Cosmopolitans have a slight bias towards heritage and arts or cultural attractions. Their active nature is also reflected in the fact that they have a strong appeal towards days out in the “great outdoors” – this could be visits to a National Park, a walk in the country side or a day at the beach. The atmosphere that they are looking for in a day out is something that is educational and something that is mentally challenging.
- **Shopping** - Cosmopolitans spend a lot of money on clothes and up market fashion chains (e.g. GAP) are where they are likely to be found. They also like places to shop that have a strong independent sector (e.g. antique shops or specialist shops).
- **Eating & drinking** - Cosmopolitans are the segment to eat out most often and are drawn to new, self found, or non-chain restaurants. Wine bars are popular for drinking.
- **Nights out** - Cosmopolitans have a range of nights out that appeal and these include comedy, cabaret, theatre and ballet.
- **Media** – Into films, news and comedy. Less time spent viewing TV than the majority of other segments.
- **Holidays** – Most likely segment to use the long haul and more independent operators (e.g. Kuoni, Expedia, Trailfinders or cruise operators).
- A good short break for a Cosmopolitan allows them to escape, do their own thing and expand their knowledge or experience.

4.4. Habituals

Frank and Brenda

Outlook

- The Habitual segment is most likely to value a more relaxed pace of life.
- They are strongly traditional, and very resistant to any expenditure. Though this is possibly a reflection of their poor means.
- They are probably strongly resistant to change.
- They will make purchase decisions on function rather than style. Fashion has little value to this group.
- They are also very risk averse and show little interest in new options or opportunities.
- This group has and spends little money, not for brands or for service. They find it hard to justify expense of any sort.
- They have no interest in arts or culture.

Interests and Activities

- **Shopping** – Not really big on shopping. They are not interested in fashion or new technology. Being of lower income then they tend to shop in the perceived cheaper stores e.g. Costcutter, Budgens & Morrisons.
- **Days out and attractions** – Prefer to go to heritage based attractions that involve of bit of investigation. They are looking for a peaceful and relaxing experience from their days out. Transport museums appeal to this segment.
- **Eating and drinking** – Do not eat out very often but when they do they are drawn to traditional establishments like Harry Ramsden"s, Beefeater or Toby Carvery.
- **Holidays** – This segment is least likely to take a holiday. If they do then they are likely to go to a familiar destination that they have been to before and it has to be cheap. It is more likely to be in the UK than abroad.
- **Media** – This segment is the one who watches TV the most and their favourite type of programme is the news. In terms of newspaper readership they favour paid for local papers ahead of the Daily Mail and the Sun.

4.5. Discoverers

Adrian and Chloe

Outlook

- Discoverers as the name suggests are independent of Mind.
- They are the group least likely to be worried about what others might think.
- They are little influenced by style or brand unless it represents values they are seeking.
- Function far out rates style as a purchase driver.
- Quite high spenders, and value new products and services as well as new experiences.

- They will judge their value for themselves. If the product suits their needs and is right then they will spend their money.
- They value good service.
- They live a relatively relaxed pace of life.
- They enjoy intellectual challenges but arts and culture are not really an important part of who they are.

Interests and Activities

- **Personal interests** - Include attending sporting events, computer games and DIY.
- **Days out and attractions** - Discoverers are drawn towards attractions that are geared towards investigation and amusement. This could include attractions such as zoos, science museums or living history attractions. They want to be fascinated and absorbed by their days out and go for something out of the ordinary.
- **A good night out** - would involve live music.
- **Shopping** - a discoverer is looking for something that is different from the norm and is more likely to be attracted towards markets.
- **Eating and drinking** - the types of eating and drinking establishments that appeal to a Discoverer are modern, functional but service orientated (e.g. Ha Ha Bar & Canteen, Bar Med). This segment eats out frequently.
- **Media** – Have a wide variety of interests when it comes to TV viewing including films, sport, nature comedy and science programmes.
- **Holidays** – Independent travel companies (e.g. Trailfinders) appeal to this segment. They are a group likely to holiday off the beaten track or try to learn something new on their holiday. One of the least likely segments to book a package holiday.
- A good short break for a Discoverer allows them time to themselves, a chance to escape and the opportunity to expand their knowledge and experiences.

There are three further segments in the ArkLeisure segmentation model which were not used in this study. Style Hounds, High Streets and Followers were thought to be the least relevant segments for Northumberland market towns.

5. Annex 5 - Tourism Audit

This audit is an important part of the Market Town Welcome Programme. It helps each market town to appreciate its current tourism offer and interest to visitors, as well as identifying problems, potential gaps and opportunities for future developments. By collecting the same information for each town we can give evidence of comparative strengths and weaknesses.

Many businesses contribute to the tourism appeal of a market town. So, the audit covers not only accommodation providers and attractions, but also specialist retailers, markets, sports, countryside and cultural facilities. It is also important to consider the visitor's experience from their arrival in the town for the first time and how they find their way around the town. Therefore we consider infrastructure issues such as signposting, car parking, toilet provision and information availability in the town. Studies have shown that they can significantly affect the quality of the visit and influence whether the visitor returns.

The information collected was fed into workshops held in each town to inform discussions about the town's special character, its strengths and weaknesses and what needs to be improved.

The audit was completed in partnership by several including the local tourism and town centre managers, manager of the tourist information centre as well as the consultants.

Quality assessment

For some of the information collected an assessment was made of how well the facility meets the needs of visitors to the town - see boxes shaded grey. Some businesses or facilities (e.g. pubs) may not be targeting visitors, so it is useful to add a qualitative element to the factual data.

A scoring system of 1 to 5 was used where

5 = very good, exceeds visitors' expectations, is a draw for visitors in itself

4 = good, meets visitors' expectations and an asset to the area

3 = moderately good, meets most visitors' needs

2 = adequate but room for improvement

1 = not suitable for visitors - you would not advise visitors to use/visit.

This scoring was done collectively, i.e. is not just one person's opinion. It is not intended as criticism of particular sites but an objective assessment to identify gaps.

5.1. Definition of market town area

The market town area is defined within an approximate radius of 3 miles from the town edge.

Which includes the hamlets/settlements of Tweedmouth, Spittal, East Ord and Scremerston

5.2. Audit Results

5.3. Accommodation

Please collect numbers of each type of accommodation. For smaller towns you may want to list all accommodation businesses individually.

	Number	No. of bedspaces, units or pitches	Number officially quality inspected
Hotels	6	75 rooms	6
Guesthouses/B&Bs	27	98 rooms	27
Inns or pubs with accommodation	2	12 rooms	0
Self-Catering businesses	19	47 rooms	19
Youth or other hostels	1	7 rooms	1
Other group accommodation	1	12 Wigwams	12

There are also about a dozen **uninspected** serviced accommodation businesses with between 20 and 50 bedrooms collectively plus the Travellodge on the town outskirts. Uninspected self-catering units total in the region of seven properties in or within 3 miles of the town centre.

Reviewing the accommodation featured in the Berwick, Northumberland and North East visitor brochures for the Berwick local area the following breakdown of **gradings** are revealed:

No of stars	0	1	2	3	4	5	pending
Hotels	1	1	1	2	0	1	0
Guest Houses/B&Bs	0	0	1	5	11	1	2
Self-catering	1	1	0	3	13	2	6

The figures show that the town's hotels are mainly towards the lower end of the gradings apart from Sallyport which is five stars. There is a gap at the 4 star-level which many of the more upmarket visitors are looking for. With other accommodation types there are good levels of 4 star accommodation (note the criteria for hotels are different than for guest houses/B&Bs). Eight businesses have awards pending which is encouraging - this may reflect more businesses being set up or deciding to join the scheme which contains most serious operators in the sector. It would be useful to check what grades they achieved later this year and how that affects the range of grades available.

Caravan and camping sites - a more detailed look

Site	Owned static caravans	Static caravans for rent	Touring pitches
Berwick Holiday Park, Magdalene Fields Haven Leisure	550	250	0
Ord House Country Park, East Ord	280	0	70
Seaview Caravan Club Site, Spittal	0	0	100
Elm Bank Coastal Retreat, Spittal	130	0	0
Marshall Meadows Farm Caravan Site	90	0	0
Total within 3 miles	1,050	250	170
Haggerston Castle, Beal, Haven Leisure (6 miles away)	700	278	139
Barmoor Castle Country Park, Lowick (8 miles away)	100	0	0
Beachcomber House Caravan and camping site, Goswick	0	0	50
Salutation Inn Caravan and camping site, Norham (6 miles away)	0	0	25
Old Mill Caravan Site, Beal (9 miles away)			12
Total 3-9 miles away	800	278	226
Overall total	1,850	528	396

Approximate numbers of units/pitches based on internet searches and phone conversations with sites. The figures do not include any individual caravans/units for rent of which there may be some in the area.

Please note it is difficult to estimate for what proportion of the year owned static caravans are likely to be occupied. If owners live in them for most months of the year they would not be counted as (or behave like) visitors. Some sites do not allow sub-letting of owned caravans but for example at Haggerston Castle websites give the impression that this may go on and thus some are used by visitors.

Are there any particular gaps in the type or quality of accommodation for the size of your town?

- Need a larger, quality hotel with parking
- Only a few small upmarket hotels/guest houses

- Limited self-catering (especially in town)
- Limited hostel accommodation (the Granary project would deliver an extra 60 beds)
- Scope for more quality pub accommodation (Queen’s Head)
- Single rooms or accommodation not charging single supplement

5.4. Attractions

Please include all sites which would be of interest to visitors, adding additional rows as necessary

	Names	Opening days/months	Your quality score*
Historic houses, castles	Berwick Castle Ruin	Open all year	
Museums, heritage centres	Berwick Barracks Cell Block	Easter –October Easter –September	
	Main Guard Town Hall	May-September	
Churches of interest to visitors	Berwick Parish Church	All Year	
Animal/wildlife attractions inc. nature reserves			
Farm attractions	Conundrum Pot-a-doodle do	All Year All Year	
Gardens			
Railway, transport attractions			
Country parks, woodlands, special countryside sites			

Craft centres	Mark Irving Gallery	All Year	
	Tower House Pottery	All Year	
	Sallyport Gallery	All Year	
Other	Elizabethan Walls	All Year	
	Town archives		
	Gymnasium Gallery	Temporary Art Exhibitions	

* Also mark any which have an official quality grading from the Visitor Attraction Quality Scheme - None

Festivals and Events

List regular or annual festivals and events which will be of interest to visitors, in calendar order, using extra lines if necessary.

Date	Event	Details
1 st May	Riding of the Bounds	Horseback ride round the bounds
11 th May	Border Marches	Circular Walks round the Tweed Valley
10 th May	Border Marches Saturday Walk	Ramblers Walk
17 th June	Spittal Gala	Traditional Gala
June	Facades of the 50s	
4 th -6 th July	Continental Market	
6 th July	Green Festival	Environmental music and craft festival
17 th July	Tweedmouth Feast	Salmon Queen and week of events
July	Curfew Run	Run round the wall
10 th August	Bridge Street Summer Fayre	Street Fayre
8 th /9 th /10 th August	Seaside Festival Spittal	
17 th August	Lifeboat Fete	

12 th -14 th September	Open Doors Weekend	
12 th -14 th September	Berwick food Festival	
Nov	Film Festival	
23 rd November	Christmas Lights	
7 th December	Bridge Street Advent Fayre	
26 th December	Boxing Day Dip	

Are there any gaps, for example at particular times of the year

Easter and October e.g. half term week.

Does the range of events match the types of interests that visitors have?

Scope for more sports related events - or make more of those which exist already (work with Sports Dev Officer)

5.5. Retail

Those towns which took part in the Retail Distinctiveness Programme will be able to use that information to complete this sheet. Note only those shops which will be of particular interest to visitors. In smaller towns that is likely to include food shops, but in larger towns focus on speciality shopping rather than the whole retail sector.

Shops

Retail type	No. of shops	Names (omit if too many to list)
Speciality Food		JT Fairbairn & Son (2) R Norris Skellys James Ford & Sons Deli-upon-Tweed

		<p>Delicatessen</p> <p>The green shop</p> <p>The market & Sallyport gallery</p> <p>Wm Cowe & sons (wholesale)</p> <p>DR Collin & Son (fishmongers – trading estate)</p> <p>Polski Skiep (polish)</p> <p>Portuguese Shop</p>
Antiques		<p>Dillions</p> <p>Treasure Chest</p>
Books		<p>Berrydin Books</p> <p>FM bookshop (Christian)</p> <p>Gen G Grieve ltd</p> <p>Bridge street bookshop</p>
Arts / Crafts		<p>Neil & Sue's Picture Framing</p> <p>The Wool Shop</p> <p>Border Crafts</p> <p>Berwick Hobbies</p> <p>Twenty Five Bridge St</p>
Gift		<p>The sporran</p> <p>Bijoux</p> <p>Robertsons</p> <p>Regalo</p> <p>Tower House Pottery</p> <p>Tourist Information Centre</p>
Outdoor/Leisure		<p>Game Fair</p> <p>McGuirks Sports</p> <p>Tweed cycles</p> <p>Rugby & Ballet shop</p> <p>Government surplus store</p>
Clothing		<p>Baby Steps</p>

		<p>The Berwick Wedding Parlour</p> <p>County Casuals</p> <p>Style</p> <p>Grahams</p> <p>M & Co</p> <p>Happit</p> <p>Maureens</p> <p>No 6 Church St</p> <p>Meg Maitland</p> <p>The Lime Shoe Company</p> <p>The Lingerie shop</p> <p>Sarah Thomson</p> <p>Westgate (has substantial ladies clothes)</p> <p>Evans</p> <p>Dorothy Perkins</p> <p>Galloways</p> <p>Burtons</p> <p>Price Less shoes</p> <p>Shoefayre</p> <p>Clarks</p>
Garden centres/ nurseries		Berwick Garden Centre
Other Speciality or 'destination' shops		<p>The Music Shop</p> <p>The Cookcraft kitchen</p> <p>Quay interiors</p> <p>Tropica</p> <p>garlands</p> <p>Jacqui's Fancy Dress</p> <p>Sweet Memories</p> <p>Alame Fraser</p> <p>M&S</p> <p>Supermarkets are also a reason why people visit.</p>

		Wilson Cycles
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Markets

Market type	name	regularity	day(s) of week
Outdoor	Charter Market	Twice weekly	Wed Sat
Indoor			
Speciality	Farmers Market	Monthly	Last sun each month
	Slow Food Markets	To be fortnightly	Sat as part of Charter Market

Eating out

	No.	Names
Restaurants		1 Sallyport B&B Queens Head Villa Spice2 cobbled Yard Magna Tandori Amaryllis Berlinos Rob Roy Royal Garden Verdi's
Take-aways		Golden Star; Royal Garden Villa Spice2 Golden Sq Takeaway +several others throughout town
Cafes/tea shops		Costa Coffee (Railway St) Filling Station Reivers Tryst Thistle-do-nicely The tea cosy Café Nero The Heights (Maltings)

		Café Crema Town House Café Bon appetite Dolallys
Pubs serving food		Barrels (snack) Red Lion Castle The Brewers arms Leaping Salmon Hen & Chickens Brown Bear Kings Arms Kings Head
Other		Foxtons wine Bar
How many vacant shops are there in the town currently?		
How many shops are open on Sundays?		
How many eating places are open on Sundays?		
How many shops are open in the early evening 5pm-7pm?		
How many eating places are open in the early evening?		
How many shops observe a half day closing?		
Which day of the week?		

Are there any particular gaps in the retail and catering offer of your town for a town of its size?

Few shops where you can buy quality fruit & vegetables

Gents outfitter

Clothes for children

Better restaurants in evening

No 'in town' fishmonger

Service is often very good or very poor. Some shops bend over backwards to help and in others the staff talk to each other and ignore you.

Few shops open at 9am or after 5pm

Limited evening or Sunday economy

5.6. Sports, outdoor activity and entertainment facilities

Please note all facilities which are available for visitors (i.e. not private clubs etc). Add extra rows as necessary.

Facility	Name	Brief details
Leisure centre/ gym	Swan Centre	Leisure Centre inc soft play area
	FX Fitness	Gym
Swimming pool	Swan Centre	
Golf	Magdalene Fields	
	Goswick Golf Club	
Long distance footpaths	Northumberland Coastal Path	
Other named walks	Berwickshire Coastal Path	
	Town Walls	
	Riverside Walks	
	St Cuthberts Walk	
Bicycle hire	Bridge Street?	
Cycle routes	Coast and Castles	
	Pennine cycleway	
	Tweed Cycleway	
Riding/pony trekking	Goswick	
Special riding routes		
Fishing	Pot-a-doodle do	
	Conundrum	
	Sea Fishing	
Sailing	Sailing Club	Spittal

Canoeing	OJ Guiding	
Other outdoor activities, sports	Football Club, Speedway, Rugby Club	
Theatre	Maltings	
Cinema*		
Other entertainment facilities		

* include regular film showing arrangements if appropriate

Are there any particular gaps or weaknesses for a town of its size?

Cinema and wet weather attraction

Many people wish to have a bowling alley; ice-rink in addition to the above

Cycle hire - need promoting more

Suggestion that cycle route from south should come in over old bridge into bottom of town not over the new bridge from Spittal

5.7. Support facilities and infrastructure

Car parking

	Free	Short stay	Long stay
No. of car parks	9	4	6
No. of spaces in total	329	158	567
	Free	Metered Pay and Display	

On street parking places (approx)	96	172	-
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Car park	Castlegate	Quayside	Parade	Station	Maltings	Coxons Lane	Foul Ford
current spaces	550	125	79	122	43	55	31
	long and short(c100)	long stay	short stay	long stay	short stay	long stay	long stay

i.e. Just over 1000 spaces in the larger car parks in the main part of town.

Coach Parking

	Location	capacity
Location(s) for dropping off passengers	Walkergate or by Parade*	1.5 vehicles
Location(s) for coach parking	None within walled town	
Estimated no. of coaches visiting the town each week?	No Information	
<p>Any related issues?</p> <p>Route along Walkergate to Parade and returning via Chapel Street is recommended currently. But no recommended parking location. Residents facing the Parade objected to parking on edge of Parade.</p> <p>Need to identify a coach parking location (one suggestion was Newfields on outskirts). Town centre may be the preferred location. It would be useful to have a recommendation from the destination management plan on a location</p> <p>*ONE Group Travel Guide 2008 lists North Road Industrial Estate for coach parking at a price of £6 a day.</p> <p>Berwick is included in just one of the 13 ONE Themed Tour Itineraries produced by their Travel Trade Department. This tour is themed as Castles of Northumberland and runs from Alnwick north with Berwick as an option for a final stop off.</p>		

Other transport facilities

Numbers and locations of bicycle racks/storage	Some metal hoop cycle racks on Marygate
Location of central bus station/shelter	Golden Square (both directions)
Facilities available at bus station/shelter	
No. of daily buses linking to other towns approx	6 buses a day to Edinburgh 15 a day to St Abbs 9 a day to Galashiels, 6 a day to Kelso 7 a day to Newcastle Also more local buses access Paxton House, Holy Island, Beadnell, Seahouses, Wooler, Duns and Eyemouth.
Distance from town centre to nearest railway station	0.5mile

Public toilets

Toilet location	Castlegate Car Park	Maltings Car Park	Woolmarket
Opening hours		Automatic	Automatic
free/paid	Paid - 20p	Paid - 20p	Paid - 20p
disabled access yes/no		Yes	Yes
baby changing yes/no		Yes	Yes

Are there any particular weaknesses or gaps for a town of its size?

None of the toilets blocks looks attractive and all are paid which is off-putting for visitors.

5.8. Visitor Information Centre

Visitor / Tourist Information Centres (VICs/TICs) are the public face of tourism. They provide a vital role both in the planning of visits to the destination and influencing activity once the visitor has arrived, thus encouraging longer stays and increased spend. They also play an important role in providing an information service to residents and hence support the key Visiting Friends and Relatives (VFR) market.

Does your town have a VIC/ TIC?	yes	If not, where is your nearest centre?	
Location	Marygate, Berwick	Contact Name	Lorna Suthren / Louise Inglis / Sarah Luff
Telephone Number	01289 330733	Email Address	tourism@berwick-upon-tweed.gov.uk

For those towns with a VIC/TIC, please compile the most recent figures available

Enquiry type:	Total Number of Enquiries		
	2005	2006	2007
Counter	24,483	23,823	20,888
Postal	1,127	820	889
Telephone	10,077	9,351	8,100
Email	608	1,071	998
Accommodation bookings	1,538	1,109	1,060

Please estimate proportions of enquiries from each of:

	%
Local residents	25
UK visitors	70
Overseas visitors	5

Visitor Information Needs

What are the most frequent information requests that you receive from visitors and potential visitors?	
1	Holy Island Crossing Times
2	Location of toilets
3	How to access walls
4	Bus Time tables
5	Parking

Are there gaps in the current information available to meet these requests? If so, what further types of information would be useful?

Improved toilet facilities. Signage. Coach Parking.

Wet weather and out of season attraction.

Improved market out of season.

Cinema

How well does the town meet the needs and expectations of visitors and what improvements are needed to better meet their requirements?

5.9. Tourist Information Points (TIPs)

TIPs are the notice or information boards which provide useful information for visitors such as a map of where they are and things to see and do. They are often located in car parks, town centres or key sites. Please survey and include details of those in your town, using additional columns if necessary.

Number in town:

4

Locations	Castlegate Car Park, Parade Car Park and Hide Hill	Railway Station	Castlegate Window
Content of each e.g. maps, adverts, events	Map (as per printed map of town)	Map/adverts/infopoint units	Events
Is it well maintained?	Fairly	Yes	Fairly
Who is responsible for maintenance?			Borough Council
Is the content appropriate and up to date?	Attractive but quite pale and not ideal for navigation		Yes
Are there any additional locations where a TIP is needed?			
Nothing at Quayside or Maltings car parks. Need to link in with overall car parking strategy.			

5.10. Interpretation

Interpretative materials play a key role in providing visitors with in depth information about a town or destination – beyond basic directions and information, they tell the story of a destination, informing visitors about its history and points of interest. Interpretative materials can vary tremendously - we suggest you focus on interpretative boards/panels, wall plaques, tours/signed trails, and guided tours.

Is there any interpretation around the town?	Details
Boards or panels at key sites or on key buildings of interest	Town Hall, Ramparts, and several key sites. Installed by range of organisations including English Heritage
Plaques on specific buildings	
Signed tours or trails around the town	Lowry Trail
Regular guided tours around the town	Derek Sharman runs walks from TIC during summer season - 3 times a day Mon-Fri. Easter-Oct. (£4)

Other interpretation materials	leaflets - walk around ramparts Children's Discovery Trail (1994) currently being reworked
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<p>Who is responsible for maintenance of panels, plaques and signs?</p> <p>English Heritage, and other bodies - may need clarifying.</p>
<p>Are there any gaps where further / new interpretative materials could be provided?</p> <p>Lowry Trail will need upgrading in a couple of years as several signs are worn. Others are generally fine. (several panels replaced recently)</p> <p>Gaps - introductory information for the Parish Church and churchyard?</p>

5.11. Visitor Pedestrian Signposting

Pedestrian signposting, usually in the form of finger posts, plays an important role in ensuring that visitors to a town centre are able to orientate themselves effectively and find their way about. Looking at every individual finger post in larger towns is potentially a complicated and time consuming task - for the audit in this case we suggest the following approach:

- Choose a maximum of four locations (and the subsequent walking route to the town centre) which are key entry points/points of arrival for visitors – i.e. the main visitor car parks, bus/railway station/ dropping off point - and assess the following points
- In smaller towns where there are fewer than four fingerposts simply assess each in turn.

	Location 1	Location 2	Location 3	Location 4
Location or start point	Railway station	Castlegate Car Park	Parade Car Park	Quayside Car Park
Is there a TIP showing where you are in relation to the town centre?	Infopoint map but no obvious 'you are here' type board	Yes	Yes	No

Signs to the Tourist / Visitor Information Centre?	No	Yes	No	Yes
Signs to public toilets?	No	Yes	Yes	No
Signs to main visitor attraction(s)	No	Yes	Yes (Although not obvious where Barracks is)	Yes
Is there good continuity of signposts/fingerposts along the route?	Yes - later once reached Castlegate	Yes	Yes	Reasonable

Quality of Signing

Are routes clear?	No - initial 100 yards from station to Castlegate need clearer signing	Yes	Yes	Yes
Are fingerposts obscured or pointing the wrong way?	No	No	No	No
Are fingerposts well maintained?	Yes	Yes	Yes	Yes
Are there any obvious gaps in terms of facilities which are not currently signed?	No	No	No	No

Fingerposts are very comprehensive around the town - although colour coding is not clear. Main gap identified is initial arrival at railway station - which route should walking visitors be signed to Castlegate?

5.12. Road signposting for visitors

Feedback from visitors suggests that visitor signposting is consistently identified as something destinations could improve. More often than not, when a first time visitor travels to a destination, advance signposting will be their first experience of the destination – so it is important to make a good first impression. Visitors particularly value brown and white visitor signing which is easy to recognise and is designed specifically for their purposes.

Perhaps more so than the previous areas of the information audit, assessing road signposting to a destination is a complex area to consider – encompassing a range of logistical, technical and road safety and highway management issues. In practical terms, the most important areas to consider are the main road routes into the market towns

- Choose a maximum of four main road routes into the market towns (if there are fewer than 4 main routes, only assess those that are appropriate), starting from the nearest strategic road or junction.
- In larger towns these routes will be assessed by travelling along the route in a car, two people are required to carry out this aspect of the audit. Drive along the route from your chosen starting point, noting details on the issues set out in the template. **Safety warning - only carry out this survey at a quiet time and in good weather. Plan your route and stops in advance. Drive carefully and be aware of traffic behind you. If any routes are hazardous for this type of survey do not undertake it yourselves but discuss signage with your highways authority.**
- In smaller towns it may possible to complete this survey on foot - **Safety warning - again consider safety issues carefully before surveying along busy roads on foot, particularly if there is no pavement. Be especially careful if taking photographs.**

	Route 1	Route 2	Route 3
starting point	Scottish Border	A1 south	Coastal Road
finishing point			
Are there any signs on the route indicating that this is a market town of interest to visitors? <i>(this could include white on brown tourist signs, welcome signing etc)</i>	Yes but only at roundabout	Yes	On A1
Are there any white on brown tourist signs?	Yes	Yes	Yes to Spittal
<i>- Record any details / location</i>			

Signposting to the Tourist Information Centre	Yes	Yes	Not until reach bridge
<i>- Record any details / location</i>			
Signposting for main attractions?	Yes	Yes	From bridge
<i>- Record any details / location</i>			
Signposting for visitor car parks?	Yes	Yes	From bridge - but confusing
<i>- Record any details / location</i>			
Signposting for public toilets?	No	No	No
<i>- Record any details / location</i>			
Is there an out-of-town Tourist Information Point on the main road before entering/ turning off to the town?	Layby at border - but currently no information board/map	No	No
<i>- Record any details / location</i>			
Where facilities are signposted, does this remain consistent along the routes?	Yes, largely	Mainly lack of signs at roundabout itself	Yes
Are the signs appropriately maintained	Variable	Yes	No - see below
Visually- are they clear/obscured	Largely clear	Mainly OK	Mainly OK
Are there any out of date signs which need to be removed or rationalised	Yes and car parking signage linked to overall strategy	Signs as leave bridge confusing and need reviewing/replacing	Check signs to Spittal - are they on the correct route?

Note details for reporting to Highway authority	Two Border signs - neither very effective		Old town welcome sign in need of maintenance
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Other signing issues:

Coach signing has been added in different style and therefore looks uncoordinated. One coach parking sign missing at Walkergate?

No welcome sign as arrive over bridge into town from southern routes - this is also key point to sign parking. Need whole town strategy to address visitor and other parking needs.