English Civil War in Worcestershire

Report on Findings

Submitted by TSE Research

January 2014
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1 The English Civil War in Worcestershire

1.1 Introduction

1.1.1 In this document we explore the English Civil War strand of a four-strand designed to maximise the tourism potential of Worcester’s Civil War credentials, specifically the Commandery and its potential to become a Civil War Hub.

1.1.2 The study objectives are as follows:

- To identify if a strong enough English Civil War product can be created from existing providers to justify significant investment in the promotion of Worcester as a Civil War destination, and in the Commandery as a hub for the Civil War in Worcestershire.

- To identify if the product fulfils the wants and needs of potential tourist audiences (linking in with the associated research commission ‘Strengthening museums and the visitor economy in Worcester’).

- To identify if the English Civil War / Commandery product can fulfil a unique selling point for tourism in Worcester City.

1.1.3 The key project outlines are summarised as:

- To investigate the importance of Worcester’s Civil War history to visitors today and to improve the visitor experience at The Commandery (the latter is another strand of ‘Strengthening museums and the visitor economy in Worcester’).

- To clarify the Commandery’s USP and investigate its potential to become a Civil War Hub. Bearing in mind the current offer at the Commandery, covering six periods of history, is a confusing proposition for visitors and problematic for marketing purposes.

- Acknowledge, yet test the proposition in touristic terms that Worcester played a central role in the English Civil War and this period of history attracts much enthusiasm from local residents and visitors.

- Acknowledge and test the proposition in touristic terms that the Commandery was a battle headquarters for the Royalists and later a place of pilgrimage for US Presidents John Adams and Thomas Jefferson who spoke movingly of Worcester as a place of liberty.

- Acknowledge that Tourism is vital to the economic health of Worcester, yet test the assumption that the Commandery has the potential to attract larger tourist audiences.

To investigate whether the Commandery has sufficient appeal to be a sustainable tourism product, able to continually attract these audiences and enable it to contribute to the economic vitality of the city.

To investigate whether there is a significant enough combined English Civil War product for the Civil War to become one of the main, if not the main, selling points in attracting heritage tourists to Worcester. The research will also inform a future funding bid to develop the Commandery and the themes investigated in this research.

1.1.4 The expected project outcomes have been agreed as follows, split between Strategic, Operational and Practical thematic headings:

Strategic:

- Definition of a substantial product that has the strength to attract a wide tourist market to Worcester City

- Promote the quality and strength of Museums Worcestershire collections and venues
Increase the economic impact of Museums Worcestershire into the local economy

Operational:
- Identification and mapping of those partners / events / organisations that can actively contribute to an English Civil War product for Worcester and Worcestershire
- Definition of the core product
- Ensure the product has a considerable life-span (minimum 15 years) and can contribute to Worcester becoming one of the country's top 100 cities in terms of visitor figures.
- To ensure the product meets the wants and needs of potential target markets

Practical:
- A report detailing all the above which will become an intrinsic part of a future funding bid.
- A presentation of the main findings to Museums Worcestershire project team plus partners.

1.2 Research activities carried out

1.2.1 To achieve these objectives, outlines and outcomes we have undertaken the following:
- Desk-based Research
  We have undertaken a comprehensive desk-based research exercise to initially evaluate how the English Civil War resonates in touristic terms, then more specifically Worcester City, Worcestershire and the Commandery.
- On-site Visit
  In addition to our inception meeting and tour of the Commandery, we undertook a two-day visit of the City including an overnight; to experience the Civil War theme, visit Civil War related sites including a detailed visit of the Commandery.
- Stakeholder & Partner Engagement
  We have undertaken engagement with a number of stakeholders and partners to seek their views on the above headline objectives. Some additional engagement is scheduled to take place during late October.
- Input from other research project strands
  We also have where available used the initial findings from the other project strands to inform and guide this research strand, including; draft of ‘Strengthening museums and the visitor economy in Worcester’ and ‘Commandery Museum Visitor Mapping and Profiling’ ACORN report.

1.2.2 We will also incorporate into the final report the results of the audience research activity carried out at The Commandery by MHM by incorporating an element of market testing of Civil War and allied cultural heritage themes and products with visitors and non-visitors. (The results of the focus group will be presented separately by MHM).

1.3 Report outline

1.3.1 We begin in Chapter 2 setting the scene in relation to the English Civil War, we identify Civil War related ‘product’ in both Worcester and Worcestershire. We make a specific assessment of the Commandery as a key part of the potential Civil War visitor ‘experience’. We explore the relevance of the John Adams/Thomas Jefferson visit to Worcester in 1786. We conclude this chapter with an overview assessment of the impact of whether the current Civil War ‘product’ is strong enough as a ‘stand alone’ attractor.

1.3.2 In Chapter 3, which references many of the findings in the Strengthening museums and the visitor economy in Worcester project strand we explore what draws visitors to heritage
based attractions across overseas, domestic and local markets.

1.3.3 In Chapter 4 we review the current market potential of the overseas, domestic and local markets. We highlight how Worcester is being overlooked by overseas visitors and the low conversion rate of potential heritage visitors to the Commandery.

1.3.4 In Chapter 5 identify and explore the educational tourism market an area we feel both Museums Worcestershire and the wider city could capitalise on if the Civil War product was developed. We highlight how educational tour operators are failing to consider Worcester as a potential tour destination.

1.3.5 Chapter 6 builds on the previous research and tests the hypothesis that the wider general visitor would be attracted by a strong Civil War experience. We review the enthusiast market and potential market for overseas visitors especially from the US, we reference our research on the educational market and note how film/tv tourism could impact.

1.3.6 Chapter 7 makes a case for the Civil War experience to be developed along side a wider ‘Heritage City’ concept using the Civil War as a differentiator and unique selling point. We identify the synergies with the Worcester Business Improvement District.

1.3.7 Chapter 8 makes outline recommendations as to how the current Civil War product needs developing to create a coherent, cohesive Civil War experience.

1.3.8 Chapter 9 outlines our conclusions, ahead of the findings from the other three research strands.
2 The Worcester and Worcestershire Civil War Product

2.1 English Civil War

2.1.1 In terms of the wider Civil War, key events took place across most of England and some of Scotland. Many locations make claims as to their Civil War heritage, most justifiable, some stretching the historical accuracy for maximum impact.

2.1.2 Worcester is undoubtedly in the ‘premier’ league of Civil War destinations, hosting the first key battle at Powick Bridge in 1642 and the last key battle in Worcester City in 1651, followed by the escape of Charles II from Worcester to France, via The Royal Oak in Boscobel Wood, Shropshire.

2.1.3 From a Civil War enthusiasts ‘tour’ perspective, the relatively nearby sites of Gloucester, Stow on the Wold, Edgehill, Cropredy Bridge, Naseby, Birmingham and Lichfield result in a generic West Midlands Civil War themed ‘cluster’.

2.1.4 However in wider touristic terms how do these key events translate into viable tourism ‘product’ that will interest, attract and generate significant visitor numbers?

2.2 Current Civil War ‘Product’

Worcester City Centre

2.2.1 In terms of tangible product assets that can form parts of a wider Civil War itinerary the core City Centre offer based around the current ‘Battle of Worcester City Trail’ has to be a key element: The Commandery, Fort Royal Park, Cathedral, King Charles House and Friar Street (including Greyfriars House) are currently the main tangible components. The City Walls and Guildhall are listed within the trail providing supplementary points of interest, including the Tourist Information Centre (see tables overleaf).

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1 Downloadable trail produced by Battle of Worcestershire Partnership
<table>
<thead>
<tr>
<th>Product/Location</th>
<th>Civil War Relevance</th>
<th>Current interpretation</th>
<th>Reference Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Royal Park City (off centre)</td>
<td>Key location (Civil War &amp; US Presidential) Specific</td>
<td>Interpretation Boards/Statue/themed play areas</td>
<td><img src="image1.png" alt="Reference Image" /></td>
</tr>
<tr>
<td>Commandery City Centre</td>
<td>Key location Specific</td>
<td>Multi-themed visitor attraction inc CW</td>
<td><img src="image2.png" alt="Reference Image" /></td>
</tr>
<tr>
<td>Sidbury Gate City Centre</td>
<td>Site of, now road bridge over canal</td>
<td>Plaque and two Civil War art installations</td>
<td><img src="image3.png" alt="Reference Image" /></td>
</tr>
<tr>
<td>Friar Street City Centre</td>
<td>Key location Generic</td>
<td>Within City trail leaflet</td>
<td><img src="image4.png" alt="Reference Image" /></td>
</tr>
<tr>
<td>Greyfriars House City Centre</td>
<td>Correct period and has some Civil War references</td>
<td>NT property, guidebooks etc</td>
<td><img src="image5.png" alt="Reference Image" /></td>
</tr>
<tr>
<td>King Charles House City Centre</td>
<td>Key Location Specific</td>
<td>Plaque on building</td>
<td><img src="image6.png" alt="Reference Image" /></td>
</tr>
<tr>
<td>St Martins Gate City Centre</td>
<td>Historic Location Specific</td>
<td>Plaque on wall</td>
<td><img src="image7.png" alt="Reference Image" /></td>
</tr>
<tr>
<td>Product/Location</td>
<td>Civil War Relevance</td>
<td>Current Interpretation</td>
<td>Reference Image</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------------</td>
<td>------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Guildhall City Centre</td>
<td>Site of, but rebuilt Specific</td>
<td>Civil War Statues Tourist Information Centre</td>
<td><img src="image1.jpg" alt="Image" /></td>
</tr>
<tr>
<td>Cathedral City Centre</td>
<td>Key location Specific</td>
<td>Guidebooks/Guides</td>
<td><img src="image2.jpg" alt="Image" /></td>
</tr>
</tbody>
</table>

**Outside Worcester City**

2.2.2 Venturing outside the City: Powick Bridge (1642), Powick Church (1651), River Teme/Severn, the 1651 Battlefield and the Ketch viewpoint all are within a few miles of each other. Some of these have individual memorial plaques or interpretation boards but do not generally form part of an overall linked Civil War product.

<table>
<thead>
<tr>
<th>Product/Location</th>
<th>Civil War Relevance</th>
<th>Current Interpretation</th>
<th>Reference Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diglis Bridge Outside City</td>
<td>New Bridge but in site of battle Specific</td>
<td>Four statues, 2 x Civil War</td>
<td><img src="image3.jpg" alt="Image" /></td>
</tr>
<tr>
<td>Powick Bridge Outside City</td>
<td>Key Location Specific</td>
<td>Memorial stone/plaque sign</td>
<td><img src="image4.jpg" alt="Image" /></td>
</tr>
<tr>
<td>Powick Church Outside City</td>
<td>Historic Location Specific</td>
<td>None found</td>
<td><img src="image5.jpg" alt="Image" /></td>
</tr>
<tr>
<td>Ketch Viewpoint Outside City</td>
<td>Historic Location Generic</td>
<td>Interpretation boards</td>
<td><img src="image6.jpg" alt="Image" /></td>
</tr>
</tbody>
</table>
2.2.3 In addition to the above better known Civil War sites within and outside the City there is another layer of potential sites that are currently either un-interpreted, have access issues or are unsuitable for general viewing.

<table>
<thead>
<tr>
<th>Name</th>
<th>Location/Notes</th>
<th>Interpretation present</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toposcope</td>
<td>In Car park</td>
<td>No display material remains</td>
</tr>
<tr>
<td>Bunn’s Hill</td>
<td>Currently only by footpath along riverside</td>
<td>On-site interpretation and viewpoint proposed</td>
</tr>
<tr>
<td>Bridges of boats</td>
<td>Riverside footpath</td>
<td>On-site interpretation and viewpoint proposed</td>
</tr>
<tr>
<td>St John’s church</td>
<td>-</td>
<td>Church guidebook etc?</td>
</tr>
<tr>
<td>Pitchcroft</td>
<td>-</td>
<td>Potential for interpretation</td>
</tr>
<tr>
<td>City Walls</td>
<td>Various locations</td>
<td>Various signs &amp; display boards</td>
</tr>
<tr>
<td>Civil War earthwork defences (except Fort Royal)</td>
<td>No features visible</td>
<td>No interpretation</td>
</tr>
<tr>
<td>Tamar Close</td>
<td>-</td>
<td>No interpretation</td>
</tr>
<tr>
<td>Perry Wood</td>
<td>-</td>
<td>No interpretation</td>
</tr>
<tr>
<td>Red Hill</td>
<td>-</td>
<td>No interpretation</td>
</tr>
</tbody>
</table>

2.3 Other Civil War Related Product

2.3.1 Hartlebury Castle, part of the Museums Worcestershire portfolio, situated 10 miles north of Worcester, was the scene of a Civil War skirmish in 1646 when the original castle was partially destroyed. Although the current building dates from 17\textsuperscript{th} & 18\textsuperscript{th} Century, there is certainly potential in interpreting its Civil War heritage.

2.3.2 Worcester City Museum & Art Gallery, also part of the Museums Worcestershire portfolio is based just outside the core Civil War trail, approximately a five-minute walk from the Guildhall. Although there are currently no formal Civil War heritage connections this does provide a potential exhibition venue.

2.3.3 There are a number of commercial hotels which lay claim to have direct Civil War connections. The White Lion in Upton-Upon-Severn states “Spending the night there, the Royalist troops under the command of Prince Rupert partook in drinking strong waters at the inn”. The Manor House in Broadway makes a number of references to its and Broadway’s possible role within the Civil War as a key entry point to Worcestershire.

2.3.4 In addition to the key Worcestershire battlefield sites of Powick and Worcester itself, relatively nearby sites of Edgehill, Cropredy Bridge, Stow-on-the-Wold and the Gloucester and Birmingham siege sites all add significant Civil War ‘product’ within a few hours drive. Following his defeat at the Battle of Worcester, Charles II fled to France, his route out of Worcester via the famous Royal Oak in Boscobel Wood, Shropshire is well documented now called the “Monarchs Way”.

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2.3.5 Although Worcester City quite rightly can lay claim to be the main Civil War focus of Worcestershire, there are certainly nearby locations of interest that could be developed further as points of interest on a wider Civil War experience or Civil War ‘cluster’.
2.4 The Commandery

2.4.1 We initially visited the Commandery as part of our project initiation meeting on 30th August and visited again during our site assessment of the city on 11th & 12th September.

2.4.2 We noted that post 2007 refurbishment the Commandery moved away from its previous predominant Civil War focus to a multi-layer approach allowing the visitor to focus on the six distinct history periods for the building complex: Monastic Hospital, Tudor Merchants, Civil War Headquarters, Georgian Home, College for the Blind and Print Works.

2.4.3 This refurbishment facilitated the move to a virtual ‘empty-room’ format relying heavily on audio interpretation delivered by a handheld device with six audio layer options aligned to the significant history periods of the Commandery complex.

2.4.4 The ‘empty-room’ format is supplemented by a limited number of physical interpretation units e.g. school clothing, and some rooms with more traditional museum displays e.g. Art & Design room. Interestingly there appears to be no linkage between the physical interpretation within a room and the actual audio guide narrative.

2.4.5 We tested this theory in room 34, which had a number of interpretation units: Monastic Hospital (flour grinder), Georgian Home (glove making) and Tudor Merchant (wool combing). We checked the six layers of the audio guide for this room and none of the layers made any reference to the physical interpretation units available?

2.4.6 In terms of our specific evaluation of the Civil War product, our site-visit looked at the Commandery as a key component part of Worcester’s Civil War offer. To this end we predominantly kept to layer 3, Civil War Headquarters of the audio guide.

2.4.7 The Civil War story as depicted by the guide is well produced, with clear narration and good supporting sound effects. If visitors are sufficiently minded to follow the theme in order, room by room, the narrative experience is good and very informative.

2.4.8 There are some minor technical flaws with the room progression of the hand held device, where you are unsure whether you have progressed to the next room narrative. During our visit the unit froze at one point requiring us to return to the shop and swap the unit for a replacement.

2.4.9 The Civil War audio layer narrative does effectively take the listener into the Civil War experience, giving a real sense of what it must have been like being in the Commandery during the 1651 battle. The narrative effectively wove into the story additional Civil War historical events that had taken place, were taking place and would take place. It also managed to make good linkages with Fort Royal Hill, which is adjacent to the Commandery site.

2.4.10 The main issue with this approach is that unless the visitor is 100% committed to follow the narrative, refrain from layer jumping and complete the whole tour, the whole experience is severely diminished. The empty room format gives virtually no fall-back interpretation should a visitor tire of or stray off the core audio guide.

2.4.11 We have anecdotally been told that the Civil War layer accounts for over 60% of the audio downloads. We would want to if possible investigate further the audio download data, especially which layers are the most popular, if available which rooms are listened to most and if available the completion rate of each tour layer.
2.4.12 We note the curators comments about the pre-2007 Civil War displays, their age, traditional dated format and unsuitability for modern audiences but feel that in-line with our work evaluating the Civil War as one of Worcester’s unique selling points, the Commandery needs to operationally revisit this pivotal period of the site history.

2.4.13 Within the most Civil War orientated rooms there are a number of interpretation trials being undertaken including video presentations of re-enactments, a short historical film, a demonstration of a Civil War themed on-line war game, some interactive battle scenarios and a projection of fire with sound effects. It will be interesting to see visitor reaction to the introduction of this Civil War themed additional content.

2.4.14 Within the Civil War layer, we note that room 31 which is also the education room, contains some significant audio narrative and effects relating to Sidbury Gate. If this room was in use or as when we visited had the door shut (as it was one of the few heated rooms) we suspect regular visitors would skip this important part of the narrative story.

2.4.15 Irrespective of the physical offer contained within the building complex, there are fundamental access issues from the city centre to the Commandery via City Wall Road or Sidbury (A38). Each route requires the pedestrian visitor to navigate multiple lane traffic via a tortuous pedestrian crossing system. There is no visitor parking at the site.

2.4.16 There is some limited fingerpost signage from the core city centre to the Commandery but it is not of a consistent design and some of it is in need of refurbishment and repositioning to point in the in the correct direction. We understand the City Centre Business Improvement District is leading on a project to improve pedestrian signage.

2.4.17 The bridge over the canal at the historic site of Sidbury Gate is recognised with both a commemorative plaque and two Civil War metal sculpture installations on either side of the bridge. With the timber framed Commandery in the background from some angles this looks inviting from a touristic perspective but the four-lanes of traffic directly outside the building betray the size of attraction and tranquillity that can be found just a few metres away.

2.4.18 We note that there is a local body of support to commission a large-scale sculpture of the Sidbury Gate battle. The maquette representing this possible sculpture was on display during our visit and certainly would if ever built have considerable visual impact.

2.4.19 Although referenced within the audio guide Civil War layer, there appears to be very few physical references to the Commandery’s physical adjacency to and historical relevance of Fort Royal Park just a few metres away. We note that a HLF bid to improve access between the Commandery and Fort Royal Park was unsuccessful but even bearing this in mind we found the lack of linkage between the two surprising.
2.5 **The Newark Situation**

2.5.1 When looking at the potential of a Civil War experience that fact that Newark has secured £3.5m of funding for their £5.4m national Civil War Centre, scheduled to open in September 2014 cannot be ignored.

2.5.2 The press release from Newark and Sherwood Council states: “The centre is set to attract more than 60,000 visitors each year by providing a museum and events programme with national interest around civil war history. A further 17,000 people will be involved in living history days, a conference programme and through events and activities for the public”.

2.5.3 Feedback from the Civil War enthusiasts indicate that although Newark has stolen the march on Worcester in becoming the official Civil War Centre, its historical significance is far less than that of Worcester, mainly focussing its location as a Royalist centre and the resultant sieges of 1644 and 1645.

2.5.4 The historic facts notwithstanding, Newark with the official “National Civil War Centre” designation and comprehensive new visitor facilities coming on-stream in late 2014 will certainly be competition for Worcester and its potential as the “Civil War City”.

2.5.5 In proximity terms Newark is 85 miles away, although over 100 miles and nearly 2 hours by car. Public transport links between Newark and Worcester will be challenging.

2.5.6 For overseas visitors Newark is significantly further off the main tourist-trail than Worcester. It does not have the heritage resonance of Worcester and lacks the US Presidential connections that Fort Royal adds to the Worcester potential product mix.

2.5.7 For the general domestic market Newark provides a destination when visiting the East Midlands or East Anglia. It will complement the Lincoln, Nottingham city offers and possibly attract visitors from the coastal areas of Skegness and Mablethorpe.

2.5.8 For Civil War enthusiasts Newark as the National Civil War Centre may have added resonance stimulating a dedicated visit. Worcester's credentials irrespective of the new centre remain stronger, with investment and development using the “Civil War City” concept Worcester could regain its moral position as the nations 'real' centre of the English Civil War.

2.5.9 Where the Newark centre aims to make significant inroads is the educational visitor market. The refurbishment of the historic buildings, a former grade II listed school at Appletongate is set to include extensive provision for educational visits.

2.5.10 In wider Civil War recognition terms, the fact that there will soon be a multi-million pound centre dedicated to the Civil War can only raise the profile of this historically important period, if the Newark centre piques interest in the Civil War, Worcester could be well placed to take advantage of this increased public awareness.
2.6 American Presidents & US Declaration of Independence

2.6.1 Although not directly part of the 1642-1651 English Civil War the visit to Worcester by John Adams and Thomas Jefferson in 1786 is considered by many to be a landmark historical event. The two great men came as a pilgrimage to witness for themselves a key location within the English Civil War that had reportedly inspired them when formulating the Declaration of Independence ten years earlier in 1776.

2.6.2 The famous quote from John Adams “Edgehill and Worcester were curious and interesting to us, as scenes where freemen had fought for their rights. The people in the neighborhood appeared so ignorant and careless at Worcester, that I was provoked, and asked. And do Englishmen so soon forget the ground where liberty was fought for? Tell your neighbors and your children that this is holy ground; much holier than that on which your churches stand. All England should come in pilgrimage to this hill once a year. This animated them, and they seemed much pleased with it. Perhaps their awkwardness before might arise from their uncertainty of our sentiments concerning the civil wars.”

2.6.3 The above quote is reported to have demonstrated their disappointment that in the 135 years since the Battle of Worcester and significant events at Fort Royal Hill and Sidbury Gate the people of Worcester had appeared to have forgotten the importance of the English Civil War, hence their call for all England to make an annual pilgrimage to the hill.

2.6.4 John Adams, the 2nd President of the United States is known for being the foremost proponent and the driving force for independence of the American colonies. ‘Defense of the Constitutions of Government of the United States of America’ written by Adams in 1787, was a popular book which coincided with the creation of the United States Constitution.

2.6.5 Thomas Jefferson, the 3rd President of the United States, was during the summer of 1776 charged with drafting a formal statement justifying the 13 North American colonies' break with Great Britain. A member of a five-man committee that also included John Adams and Benjamin Franklin, Jefferson drew up a draft and included Franklin's and Adams’ corrections. At the time, the Declaration of Independence was regarded as a collective effort of the Continental Congress; Jefferson was not recognised as its principal author until the 1790s was the principle author of the Declaration of Independence.

2.6.6 In terms of physical interpretation of the historical importance of this visit, a Virginian oak tree was planted in Fort Royal Park by Rear Admiral Ronald H. Henderson, Defence Attaché to the Embassy of the United States in October 2009. The Battle of Worcester Society has commissioned a statue maquette (pictured), which they hope will eventually be commissioned as a full-scale memorial to the visit to Fort Royal Hill and Worcester.

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2.7 **Current impact as a stand-alone tourism ‘product’**

2.7.1 There are many references made to Worcester’s Civil War credentials in websites, print listings, guidebooks, place names etc. Worcester’s claim to be the location of the first and last battle of the Civil War has a definite resonance in marketing terms.

2.7.2 There is a considerable amount of accessible, relevant and interesting Civil War product concentrated in a relatively small area of the City. This Civil War product is supported by a wider ‘Heritage City’ offer including a Cathedral, riverside experience, good shopping and wide hospitality provision.

2.7.3 However from a casual visitor’s perspective Worcester’s Civil War product offer appears to be a rather secondary asset; under-developed in touristic terms, comprehensive offer yet not cohesive and certainly under promoted. Currently visitors have to work quite hard to enjoy a fulfilling city-wide Civil War experience, requiring some determination and research skills:

- Many key Civil War sites within the city have no obvious recognition or interpretation of their historic importance.
- Other than an enthusiast produced Battle of Worcester trail there is no formal linkage between the many of the important city centre Civil War locations.
- Worcester’s Civil War heritage seems very underplayed within the displays and format of the tourist information centre.
- The Cathedral, one of the city’s key attractions makes virtually no overt references to its prominent role during the Civil War.
- The city centre located National Trust house Greyfriars although having some Civil War connectivity seems to play this down within its initial visitor presentation.
- The pedestrian linkages and supporting directional signage to the Commandery are challenging and very poorly executed, although improvements are planned.
- Although recipient of recent investment, the connectivity of Fort Royal Park and the recognition of its historical importance seems to be hidden from visitors.
- The Commandery; a significant Civil War location directly adjacent to Fort Royal Park has a result of its post-2007 format refocused its product away from the Civil War context to tell a wider story of the building.
- The Battle of Worcester events suffer from unfortunate timing; post Worcester Festival, pre-back to school.
- There remains additional potential Civil War ‘product’ as yet undeveloped or inaccessible.
- City signage and promotional banners seem to ignore Worcester’s Civil War credentials.
- No dedicated visitor website for Visit Worcester, the current site is now static and being held by the Business Improvement District. Visit Worcestershire is the main dedicated visitor site but promoting whole of Worcestershire.
- No dedicated Civil War resource site for Worcester. Many fragmented group and enthusiast sites but not one main site promoting Worcester the Civil War City.

2.7.4 At present we do not believe the Civil War ‘product’ as it is currently presented can be defined as substantial enough to attract a wide tourist market to Worcester City.
3 The Visitor Markets

3.1 Overview

3.1.1 In this section we will explore the various markets.

3.1.2 Additional detailed statistical information and narrative will be contained within the report 'Strengthening museums and the visitor economy in Worcester project' final report due March 2014.

3.1.3 It should be noted that the most recent Worcester/Worcestershire visitor survey was undertaken in 2005, over 8 years ago. Since then there has been significant global economic challenges with resultant changes to both overseas and domestic tourism behaviour patterns. I.e. Domestic Staycation, International heightened risk factors, significant currency issues, Eurozone economic crisis.

3.1.4 In this report we make specific reference to datasets sources from GBTS/IPS/GBDVS. We believe these datasets, some of which are based on 3 year rolling averages provide a more accurate picture than the snapshot survey which is now over 8 years old.

3.1.5 The research shows that heritage is a strong driver for tourism globally. In a survey measuring motivations for holiday visits over half (57%) of respondents from 20 countries agreed that history and culture are strong influences on their choice of holiday destination (only 15% reported that history and culture was not particularly important). This finding would indicate that destinations excelling in this area are likely to be at the top of visitor’s consideration list as a place to visit and visitor data shows that the UK features high on this list.

3.2 Overseas Markets

3.2.1 For overseas markets the UK ranks highly as a destination rich with cultural heritage. IPS indicates that visiting museums, art galleries and historic sites are a mainstream rather than niche activity for overseas visitors; 27% visiting museums/art galleries, 29% visiting castles/historic properties.

3.2.2 However these visitors tended to concentrate their visit itinerary around London, South East and Scotland. When they visited the West Midlands heritage attractions still scored relatively well as the motivation to include cultural and heritage activities remained.

3.2.3 The 2005 Worcestershire visitor survey indicates that 6% of the sample visitors were from overseas with USA (24%) and Australia (19%) the main originating countries.

3.2.4 TSE Research data from recent GBTS/IPS/GBDVS sources indicate a much lower percentage of overseas visitors: for Worcester at 0.9%, for Hereford & Worcestershire 1.2% and West Midlands 1.3% of total visitors. The GBTS data also indicates a 24.4% drop in staying overseas visitors to Hereford & Worcestershire between 2006 and 2011.

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4 Sponsored question added by Visit Britain to the Nation Brand Index survey in 2009.
3.3 Domestic Markets

3.3.1 The most recent GBTS results show that there is a growing interest in heritage among domestic overnight visitors. Categories such as ‘Visiting religious buildings’, ‘Visiting Historic Houses’ and ‘Visiting Castles/other historic sites’ are all showing average double-digit growth 2012 vs. 2011.

3.3.2 Although this increase in heritage themed visits is positive, it still remains a small proportion of all visit activities undertaken out of the 60 measured within GBTS; accounting for less than 10%.

3.3.3 For domestic day visitors (as opposed to overnight staying visitors) the heritage picture looks less positive with only 2% visiting a museum, 2% visiting a historic house and 2% visiting other heritage based activities, according to GBDVS 2012 figures. Saying this VE consumer motivational research undertaken in 2011 indicates a strong appetite for holidays in the UK rooted in local history.

3.3.4 The 2005 Worcestershire visitor survey indicates, that 56% of visitors were day visitors with 28% of visitors staying overnight. Within the overnight visitor category 35% stayed with friends/relatives, 29% stayed in serviced accommodation and 31% stayed in non-serviced self-catering accommodation.

3.3.5 TSE Research data from recent GBTS/IPS/GBDVS sources indicate a much higher percentage of day domestic visitors at 94.4% for Worcester, 87.9% for Hereford & Worcester and 91.8% for West Midlands. Staying domestic visitors come in at 4.7% for Worcester, 10.9% for Hereford & Worcestershire and 6.9% for West Midlands 15.9%. The GBTS data also indicates a 5.5% drop in staying domestic visitors to Hereford & Worcestershire between 2006 and 2011.

3.4 Local Markets

3.4.1 The latest visitor footfall survey undertaken for Heritage Counts indicates 62% of visitors to historic properties are local visitors/day trippers.

3.4.2 The 2005 Worcestershire visitor survey supports this with 56% of visitors classed as ‘day visitors’. The majority originated from the West Midlands Metropolitan area with the remainder coming from central midlands and neighbouring counties.

3.4.3 As stated previously the TSE Research data from recent GBTS/IPS/GBDVS sources indicate a much higher percentage of day domestic visitors at 94.4% for Worcester, 87.9% for Hereford & Worcester and 91.8% for West Midlands.

3.4.4 The new Acorn research from the Commandery data also supports this national headline, with over 80% of Commandery visitors coming from under an hour drive time away, with 63% of coming from within a 30-minute drive time.

3.4.5 Postcodes collected from over 400 visitors to the Commandery data were mapped and analysed. The detailed data and findings are contained within the Appendix “Visitor Mapping and Profiling” The key headline findings were:

- Over 62% of visitors come from within a 30 minute drivetime radius

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• Over 81% of visitors come from within a 60 minute drivetime radius
• Under 19% of visitors come from over 60 minute drivetime radius
• More visitors appear to come from the north of Worcester than the south
• The visitor audience has a higher percentage of ‘wealthy achievers’ and ‘urban prosperity’ ACORN categories than the population baseline.
• The visitor audience has a lower percentage of ‘moderate means’ and ‘hard pressed’ ACORN categories than the population baseline
• The data indicates a strong core audience made up of ‘Wealthy Executives’, ‘Affluent Greys’, ‘Flourishing Families’ and ‘Starting Out’ ACORN groups
• The data indicates a potential developmental audience made up of ‘Secure Families’, ‘Educated Urbanites’ and ‘Settled Suburbia’ ACORN groups
• The report indicates a market penetration strategy for those groups identified as the core audience
• The report recommends a market development strategy for those groups identified as a developmental audience.
4 Current Market Potential

4.1 Overseas

4.1.1 Established research indicates that among overseas visitors there is a well-defined desire to include heritage and cultural activities within their itineraries. However it is acknowledged that overseas visitors tend to remain within the recognised destinations around London, South-East and Scotland.

4.1.2 The most recent local visitor survey (2005) indicates that overseas visitors to Worcestershire only account for 6% of visitors. The recent GBTS/IPS/GBDVS sources show a much lower percentage of overseas visitors at 1.2% for Hereford & Worcestershire.

4.1.3 Therefore although this overseas market segment is predisposed to heritage and cultural activities the actual potential market size within Worcester and Worcestershire is currently limited.

4.1.4 The closest ‘hotspot’ for high volume overseas visitors is Stratford Upon Avon, just 21 miles away and under an hour away by car. Unfortunately via public transport much less accessible: 2hrs and two changes by rail and well over 2hrs and one change by bus.

4.1.5 For overseas visitors without the use of a hire car extending their journey to include Worcester would require determination and confidence using our public transport system.

4.1.6 In comparative terms Stratford Upon Avon secures 123,000 overnight staying visitors per annum compared with Worcester’s 34,000 per annum. The additional economic impact of overnight stays in terms of additional direct and indirect spend is substantial.

4.1.7 At present the main overseas package tour companies do not include Worcester or Worcestershire on their itineraries, even though many of them pass close by visiting Stratford Upon Avon, Broadway and Oxford.

4.1.8 The table below shows a sample of leading US tour operators, who have core UK packages that virtually pass by Worcester.

<table>
<thead>
<tr>
<th>Major Overseas Tour Operators – English Itineraries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operator</strong></td>
</tr>
<tr>
<td>Globus</td>
</tr>
<tr>
<td>Globus</td>
</tr>
<tr>
<td>BOBH</td>
</tr>
<tr>
<td>BOBH</td>
</tr>
<tr>
<td>Trafalgar</td>
</tr>
<tr>
<td>Trafalgar</td>
</tr>
<tr>
<td>Insight Vacations</td>
</tr>
<tr>
<td>Dream Trips</td>
</tr>
</tbody>
</table>
4.2 Domestic & Local

4.2.1 Research indicates that for domestic visitors there is a recent growing interest in a number of heritage and cultural categories but as a proportion of total, the heritage and cultural offer still makes up less than 10% of visitor activities.

4.2.2 The most recent local visitor survey (2005) indicates 56% of visitors to Worcestershire are day visitors, the recent GBTS/IPS/GBDVSS sources show a much higher percentage of day visitors at 87.9% for Hereford & Worcestershire.

4.2.3 Within the domestic and day visitor market segment there is a currently a positive trend towards heritage and culture participation. Admittedly the proportion of visitors participating within the heritage and culture sectors remains small, although there is a large volume of potential visitors from which to convert new business.

4.2.4 Based on the GBDVS/GBTS participation statistics the proportion of Worcester day visitors participating in heritage would equate to an approximate potential market of 213,600 visitors per annum and those domestic visitors staying overnight would equate to approximately 18,000 per annum.

4.2.5 Bearing in mind the Commandery currently welcomes on average 20,000 visitors per annum, it is only converting 9.4% of this audience potentially interested in ‘heritage’ to actual visitors. In the wider 3.56m per annum unspecific general day visitor market to Worcester this conversion rate drops to under 0.6%.

4.2.6 The Commandary ACORN data shows an incredibly local market with 80% travelling from an hour’s drive time or less.

4.3 Educational tourism

4.3.1 In addition to traditional visitor markets bearing in mind the educational potential of both the Civil War and Democratic linkages we wanted to test further the potential of the educational visitor market.

4.3.2 Worcester and Worcestershire’s pivotal role within the English Civil War offers potential traction within the educational tourism market. Within the UK state education system English history is referenced within all the key stages:

4.3.3 The current national curriculum programmes of study for history at key stages 1, 2 and 3 have been disappplied with effect from 1 September 2013 and are no longer statutory. This means that schools are free to develop their own curriculums for history that best meet the needs of their pupils, in preparation for the introduction of the new national curriculum from September 2014

4.3.4 History remains a compulsory national curriculum subject at key stages 1 to 3. New statutory programmes of study will be introduced from September 2014

4.3.5 We understand many schools will continue to use the pre-September 2013 guidance which is as follows:

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6 2012 GBDVS: 2% day-visitors visited a museum, 2% visited a historic house, 2% visited ‘other’ heritage based activity. 2012 GBTS: cultural and heritage activities undertaken by domestic overnight trips 10%.
4.3.6 **Key Stage 1 (ages 5-7)**

History is handled very generically within KS1 obviously appropriate to the children’s age groups and developmental limits. There is certainly some potential to offer themed events aimed at KS1 pupils, but the specific English Civil War theme at this stage would need to be woven within a much wider context appropriate to the more generic KS1 guidelines.

4.3.7 **Key Stage 2 (7-11)**

Key Stage 2 does offers some opportunities to include a Civil War theme, within the curriculum. However the Key Stage 2 guidelines do not currently make any specific references to the English Civil War within its headline ‘British History’ Breadth of Study criteria, but from a local perspective the English Civil War could be included under the ‘Local History Study’ criteria.

“effects of national events or developments: prehistoric settlers; the building of a castle or the development of a town; the Civil War; the plague or a cholera epidemic; the settlement of people from different cultures in the area”.

4.3.8 **Key Stage 3 (age 11-14)**

The DoE have published some specific ‘Range and Content’ guidance for History Key Stage 3, which does provided some indicative references that could be used to gain leverage to include the English Civil War within curricula.

Note d. the development of political power from the Middle Ages to the twentieth century, including changes in the relationship between rulers and ruled over time, the changing relationship between the crown and parliament, and the development of democracy

And with the ‘Explanatory notes and cross-curriculum references”

The development of political power from the Middle Ages to the twentieth century: This includes studying power relationships and systems of government in Britain, and how and why they have changed over time. Examples should include: the changing relationship between the crown and parliament; the nature and motives of protest over time; the historical origins and development of the British constitution; and the development of democracy. This can be linked with the study in citizenship of key features of democracy and government in Britain today.

4.3.9 We found a number of schools specifically citing the English Civil War as part of their History Key Stage 3 or year 8/9 curriculum.

4.3.10 We would recommend that these specific guidance notes are cross-referenced to the wider Museums Worcestershire product portfolio and a promotional leaflet is produced specifically for educational establishments.

4.3.11 **Key Stage 4 (ages 14-16)**

At Key Stage 4 pupils take their national qualification options, most commonly GCSE. History is offered within the ‘humanities’ category as one of the optional choices together with arts, design and technology and modern foreign languages.

It should be noted that there are many providers of GSCE syllabuses covering all periods of UK and World History, providers including: AQA, Edexcel, OCR, WJEC and SQA in
Scotland. We recommend that GCSE providers syllabus specifications are reviewed to identify those including the English Civil War.

4.3.12 Beyond Key Stage 4

As students progress into A/S level, A Level and beyond into the higher education system the choices of specific historical periods or subjects become even wider. Our research indicates that there are pockets of specialisation, which could merit more forensic research, to build up a database of academics and educational institutions that regularly teach Civil War related subjects.

4.3.13 Outside the State School System

Outside the State School system there are many differing curriculums to consider. For the under 14’s most tend to follow the National Curriculum but adding additional subjects as they feel appropriate. Over 14’s could be studying a number of different curriculum available including the International Baccalaureate. Whether the English Civil War or themes around crown and parliament are covered will require bespoke research.

4.3.14 Further & Higher Education

We note the importance of further education and especially higher education to the city. In terms of connectivity and resonance with these sectors we recommend that if the Civil War experience is to be developed, the appropriate departments with both FE and HE sectors are actively engaged.

4.3.15 Current education visit situation

We are advised that at present the Commandery receives a significant number of educational visits. They are reportedly mainly from local schools and educational establishments within the Midlands, Gloucestershire, Warwickshire, Herefordshire and Welsh Borders. Whether the volume and value of these visits can be developed we suggest would require additional research. We would recommend a specific piece targeted at existing ‘customers’ to ascertain how best to develop into new markets.

It will be important to monitor developments of the national curriculum in 2013/14 and possibly via your educational contacts lobby for the direct inclusion of the Civil War and Democracy into the new 2014 curriculum.

4.4 Educational Tour Operators

4.4.1 We note that there are a number of commercial tour operators specialising in educational tours. Bearing in mind Worcester’s Civil War and US democracy product we would have hoped that it would be offered as an option by some operators.

4.4.2

4.4.3 We looked at a sample of the leading educational tour operators to ascertain whether they currently offered any Civil War related content. After checking their current itineraries we were unable to find any offering Worcester as an educational tour option:
### Table of Educational Tour Operators

<table>
<thead>
<tr>
<th>Tour Operator</th>
<th>Based</th>
<th>Type</th>
<th>Civil War</th>
<th>Worcester</th>
<th>Worcestershire</th>
</tr>
</thead>
<tbody>
<tr>
<td>WST</td>
<td>Blackpool</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://www.wsttravel.com">http://www.wsttravel.com</a></td>
</tr>
<tr>
<td>STS</td>
<td>Brighton</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://www.ststravel.co.uk">http://www.ststravel.co.uk</a></td>
</tr>
<tr>
<td>NTS</td>
<td>Blackpool</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://www.nstgroup.co.uk">http://www.nstgroup.co.uk</a></td>
</tr>
<tr>
<td>Travel Adventure</td>
<td>Uckfield</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://www.thetraveladventure.co.uk">http://www.thetraveladventure.co.uk</a></td>
</tr>
<tr>
<td>Rayburn Tours</td>
<td>Derby</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://www.rayburntours.com/education/">http://www.rayburntours.com/education/</a></td>
</tr>
<tr>
<td>Halsbury Travel</td>
<td>Nottingham</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://www.halsbury.com">http://www.halsbury.com</a></td>
</tr>
<tr>
<td>Galina</td>
<td>Chester</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://www.schooltours.co.uk">http://www.schooltours.co.uk</a></td>
</tr>
<tr>
<td>Key Stage History Tours</td>
<td>London</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://www.key-stage.co.uk">http://www.key-stage.co.uk</a></td>
</tr>
<tr>
<td>School History Tours</td>
<td>Reigate</td>
<td>Primary/Secondary</td>
<td>No</td>
<td>No</td>
<td><a href="http://school-history-tours.co.uk">http://school-history-tours.co.uk</a></td>
</tr>
</tbody>
</table>

A full list of educational tour operators can be found here: [http://www.schooltravelforum.com/assuredmembers.aspx](http://www.schooltravelforum.com/assuredmembers.aspx)

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4.4.4 Although many of the above claimed to be specialist in humanities and history, covering subjects within the national curriculum, none offered options covering the English Civil War. Although most offered WW1/WW2 tours in near-Europe many offered UK based historic tours including Stratford, York, Bath, Portsmouth and London.

4.4.5 It is apparent from these operators that they seek a well thought out thematic package including a number of attractions and destinations, plus if overnight suitable budget accommodation and group travel facilities nearby.

4.4.6 We note that both the Commandery and Worcestershire Museums are listed within the Educational Visits UK website.

4.4.7 In terms of Worcester and Worcestershire we believe there is an opportunity to work with a selected number of operators to develop and help market a ‘Civil War and Democracy’ ‘product’ for the educational market.

4.4.8 We would recommend that a number of these educational tour operators are contacted to sense-check the commercial viability of a Civil War themed educational tour package.

4.4.9 Museums Worcestershire should keep in mind that the National Civil War Centre opening in Newark in September 2014 is aiming to be the education centre for the Civil War. In light of this developing a top-class educational product should be considered a priority action.

4.4.10 Research by the School Travel Forum based on feedback from nearly 100 schools is available from their website [here](http://www.schooltravelforum.com/results-of-2013-teacher-survey)
5 English Civil War as a Tourist ‘Product’

5.1 Overview

5.1.1 We have previously concluded that as it currently stands the English Civil War ‘product’ within Worcester is underdeveloped, poorly presented and relatively hidden from the wider visitor market.

5.1.2 Taking the premise that the current ‘product’ can be developed and Worcester’s pivotal position as the location of the first and last battle of the English Civil War can be exploited, possibly using such taglines as “England’s Civil War City” how would this resonate with the wider domestic and overseas visitor.

5.2 Domestic Market

5.2.1 The fact that the English Civil War or elements of it have been included within the core school curriculum for generations means that there is at least a baseline understanding of the existence of the “Civil War” period, even if there is no recollection of the details, dates, geography or participants.

5.2.2 Touchstone references such as “Cavaliers and Roundheads”, “King Charles II”, “Oliver Cromwell” and “Royalists vs. Parliamentarians” will have some degree resonance with the general public.

5.2.3 Whether this baseline understanding and familiarity with the key touchstone references to the English Civil War are enough to stimulate a stand-alone desire to visit Worcester and Worcestershire is the fundamental key question.

Micro Survey

5.2.4 Within the constraints of this study we compiled a sample ‘surveymonkey’ questionnaire (see Appendix 1) to test out the wider premise of the heritage tourism concept and the resonance of the English Civil War.

5.2.5 The sample selection criteria and sample size are admittedly statistically unsound, but do give a general indication as to the resonance of these key factors. We would recommend that this type of visitor survey is further developed and tested out on a statistically robust visitor sample.

Micro Survey Results

5.2.6 From a respondent base out of which 48% had visited a stately home, museum, castle, cathedral, art gallery or heritage site in the last year, when shown four iconic Civil War images (shown below) 62% stated a degree of recollection with 50% correctly identifying them as from the English Civil War, 24% having a vague recollection and 14% no idea whatsoever.
5.2.7 When given six key word groups related to the Civil War, there was a good recognition (above 60%) for ‘Cavaliers & Roundheads’, ‘Oliver Cromwell’ and ‘King Charles II’ much lower (under 30%) for any of the iconic battles of the Civil War (Naseby, Edgehill & Worcester).

5.2.8 When asked whether they would consider visiting a location with a rich variety of Civil War History, the interest level softened considerably to just 48% saying they would visit only if close by or they had time on itinerary, with just under 20% not interested at all.

5.2.9 However when this Civil War product was offered together with a Heritage City product these scores improved considerably with 19% saying they definitely would visit, 43% likely to visit, 33% possibly would visit, with only 5% still not interested.

5.2.10 Finally given 11 choices of things to do whilst in this Heritage City: shopping, riverside, visiting museums and historic house resonated very well. Heritage trail, Civil War attraction, near battlefield site overlooking city stimulated some interest, but only if time allowed. Leaving the city to visit a battlefield site was of less interest.

5.2.11 We therefore believe based on the recent Visit England research, our desk based research and indications gleaned through the micro survey, that in terms of the general domestic visitor market, the English Civil War theme has the ability to give Worcester a significant unique selling point, add product appeal to the wider ‘Heritage City’ offer yet not function as a stand-alone ‘product’ that will by itself attract significant extra visitor numbers.

5.3 Domestic Enthusiast Market

5.3.1 Our previous observations were very much aimed at the generic domestic visitor profile. We do however note that there is a growing special interest market in visitors seeking heritage and historic experiences. These visitors are often well educated and/or are enthusiasts that are very well informed about their chosen area of interest.

5.3.2 The English Civil War period has a significant number of associations, groups and societies across the UK and worldwide that are dedicated to a wide variety of Civil War related interests; some purely historic, some very location specific, many actively participating in the historical re-enactment movement.

5.3.3 In terms of developing the Civil War ‘product’ within Worcester and Worcestershire these enthusiast groups offer potential access to a significant resource of knowledge, human capacity and most importantly enthusiasm for the Civil War ‘product’. Harnessing the potential of this volunteer resource will inevitably present operational and management challenges, but in the fiscally restrained public finance environment accessing this type of resource should actively pursued and positively encouraged.

5.3.4 The excellent Civil War enthusiast website ‘englishcivilwar.org’ (created and managed by Guardian digital producer Struan Bates) lists over 100 Civil War events taking place across the UK organised by various enthusiast groups including Battlefields Trust, Sealed Knot and the English Civil War Society.

5.3.5 Re-enactment events have the potential to engage both enthusiasts and the wider general visitor simply attending as a spectator. Nearby venues such as Spetchley Park

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8 Please note that the mini survey sample selection and size are not statistically robust but do give us some indication as to how the Civil War resonates with an unprompted, cold respondents.
Gardens have developed M5 Living History Show a re-enactment event that generates significant visitor numbers. Their recent two-day re-enactment event on 17th & 18th August was reported to have attracted many thousands of visitors to the attraction. Worcestershire Living Magazine recently ran an article positively promoting the re-enactment movement and events, including Spetchley Park⁹.

5.3.6 We note feedback that this year’s Living History Weekend held at the Commandery on 31st August and 1st September received poor visitor numbers. We did not attend so feel unable to make informed observations on the actual event format, but would note from the publicity flyer and posters we did review that in marketing terms the ‘hero’ event was potentially lost within the many wider events listed over the 24th August to 8th September itinerary. We also received feedback that the event was just outside the main Worcester Festival, this year held on 10th - 26th August, and also coincided with the peak pre-September new term back to school activity.

5.3.7 We do however note the reported good attendance to the Drumhead Service of Remembrance on 3rd September, which was supported by the Battle of Worcester Society. This event was far more clearly identifiable within the overall publicity and gave very clear messages to potential visitors as to the format and timings. This together with the unveiling of the commemorative plaque, new interpretation boards and publicity around the new themed play areas may have stimulated wider public interest.

5.3.8 In terms of resonance to the domestic enthusiast market, Worcester should be one of the hot spots for enthusiast-led activity. There are currently many organisations such as: Battle of Worcester Society, Worcester Re-enactment Society who actively promote Worcester and its heritage assets. Yet at present many of the local core Civil War assets are underinvested in, hidden, neglected, possibly viewed as liabilities rather then assets that could positively contribute towards Worcester’s potential as a top-class Heritage City with a Civil War and US Presidential USPs.

5.4 Overseas Market

5.4.1 We have ascertained the overseas visitor has a strong desire to seek out historic and heritage experiences. We however have shown at present Worcester and Worcestershire fail to attract significant numbers of overseas visitors, often bypassed by overseas tour operators as they head to more established visitor destinations.

5.4.2 The English Civil War will have some resonance with specific markets especially from those who have family connections with the defeated Royalist troops, many of which were deported from the UK during and following the Civil War. The US is a particular strong market for ancestral tourism. In July 2013 Scottish Enterprise claimed that the ancestral tourism market was worth an estimated £2.4bn to Scottish tourism businesses¹⁰.

5.4.3 For example the US ancestral website americanancestors.org within one article cites the story of the merchant ship ‘John and Sara’ landing in Boston harbour in 1652: “On that voyage, the John and Sara was little more than a slave ship, transporting nearly 300 “scotch prisoners” from the Battle of Worcester, where Oliver Cromwell’s Parliamentary forces had crushed the royalist army of young Charles II and ended the English Civil War” such direct references to Worcester have definite potential to attract descendants to the City and Civil War experience.

⁹ http://worcestershire.livingmag.co.uk/living-history/
5.4.4 The English Civil War Society of America is a non-profit organisation dedicated to the researching and accurate portrayal of the Royalist and Parliamentary armies. The Society consists of two ‘armies’, which are based on the actual sides that fought in the conflict. The society’s online resources seem to decline from 2009.

5.4.5 The US Presidential connections with Thomas Jefferson & John Adams and the influence Worcester had directly on the Declaration of Independence and indirectly on the American Constitution has huge potential to resonate with the wider US market.

5.4.6 As second and third US Presidents, Adams and Jefferson are both ‘premier league’ American historic icons a fact that Worcester only seems to currently acknowledge with an anonymous oak tree on what was up to recently a virtually anonymous hill overlooking the City was disappointing. However the area is now in the process of being substantially improved with a Civil War commemorative plaque, numerous interpretation boards and extensive themed play areas.

5.4.7 These improvements although welcomed will not be sufficient to develop the overseas and especially US visitor market potential. Worcester has the underlying potential ‘product’ but will now need to invest in developing these core products further to effectively ‘magnetise’ them to attract these potentially lucrative overseas markets.

5.4.8 Accessing overseas markets, especially the US market would be impractical for Museums Worcestershire or even Destination Worcestershire alone. VisitBritain the Government agency for inbound tourism will be able to provide specific advice and joint marketing opportunities. VisitEngland although primarily focussed on the domestic market may also be able to provide some opportunities to market these specialist aspects of the Worcester offer.

5.4.9 Additional forensic research should be undertaken to ascertain specific geographic areas where there was a specific concentration of Royalist deportees. This research may indicate ‘hot-spots’ where very targeted marketing and PR could produce results.

5.4.10 The wider Presidential and democracy connections with the US will have a much larger geographic resonance but conversely will be far more niche and of special interest. Specialist websites, media, publications and tour operators will be the optimum start points to access this market when the product has been developed fully.

5.5 Educational Market

5.5.1 We have identified a substantial educational tourism market, at present specific Worcester product e.g. The Commandery reports penetration into this market, both locally and regionally.

5.5.2 Although when looking at specialist educational tour operators we could find no operator running tours that included Worcester or Worcestershire in their published itineraries, even bearing in mind the direct links to the national curriculum, high degree of English Civil War product and connections with US democracy.

5.5.3 As with the overseas and domestic markets, the current ‘product’ provision is poor and uncoordinated. The educational tourism market has many additional needs caused both its latent structure and underlying burden of regulation. As with other market segments we believe there is potential to develop this area further, not only for specific product such as the Commandery, but also for wider Worcester and Worcestershire as a whole.
5.6 Popular Culture: Film, Television and Literature

5.6.1 Film, Television and popular literature can have had a significant influence on visitor interest in specific time periods or historic destinations.

5.6.2 The recent BBC ‘White Queen’ series based on Philippa Gregory’s best-selling historical novel series has stimulated interest in the War of the Roses and many of the key locations featured within the story (Even though the series was actually filmed in Belgium), although ratings appear not to have been strong enough for a second series.

5.6.3 The best selling fictional novel the Da Vinci Code stimulated huge interest in the locations featured within the book. The international success of Downton Abbey has resulted in American tourists visiting the tiny village of Downton even though it has no connections with the series other than a shared name11.

5.6.4 Although featured historical periods and locations can significantly raise a destinations profile, the success of the film or programme is absolutely critical. The castle town of Rochester in Kent had hoped the major feature film ‘Ironclad’ released in 2011 would put it firmly on the film tourism map. The film bombed failing to recoup its $25m budget.

5.6.5 The English Civil War has not recently been the subject of a major Film, Television or popular literature. Ben Wheatley’s cult film “A Field in England” released in 2013 received positive critical acclaim but was both a low-budget and very niche presentation of the period. There have been no major productions featuring the Civil War since “Cromwell” starring Richard Harris in 1970.

5.6.6 The wider Worcestershire County Council ‘Reputation and National Profiling Group’ project to increase the profile of Worcester & Worcestershire, should note that identifying location potential and seeding production ideas with the major production houses and studios should be considered as part of their remit.

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11 Telegraph UK: American tourists flock to wrong village in search of Downton Abbey
6  Worcester Heritage City

6.1  Heritage City Concept

6.1.1  We have made many references to Worcester as a ‘Heritage City’ yet at present it seems to play down this description. From a visitor perspective Worcester meets all the ‘Heritage City’ criteria: longstanding official city status, a historic core, well-preserved buildings, museums & art galleries, a cathedral and the benefit of a riverside offer.

6.1.2  Worcester is at present not a member of the British Heritage Cities marketing consortium, which currently cites Bath, Carlisle, Chester, County Durham, Lincoln, Oxford, Stratford-upon-Avon and York as members (Stratford interestingly not an official ‘city’).

6.1.3  Also the Visit England website does not appear to reference Worcester as one of its listed ‘Heritage Cities’ within its current marketing campaigns.

6.1.4  In terms of this specific study in relation to the English Civil War, we believe this brings huge potential additionality to the core Worcester ‘Heritage City’ product:

- Historically significant events taken place in the actual city centre, mainly around the Battle of Worcester in 1651 and escape of King Charles II
- Actual buildings/locations remaining from this historic period/event: Commandery, King Charles House, Cathedral, Friar Street, Fort Royal Park
- Linked resonance with popular city centre National Trust building, Greyfriars House
- Newer buildings with historic connections: The Guildhall, Cardinal Hat public house
- Close physical proximity of the main buildings and locations; mostly accessible, mainly within the City Centre boundary lending itself to a formal heritage trail
- Nearby linked historically important locations, (requiring access to a vehicle to visit) Powick Bridge, Powick Church and nearby battlefield sites
- Additional connected resonance with the US future presidents visit in 1786 and the US market potential this brings
- Possible ancestral connections with locations where Royalist soldiers were deported to following Battle of Worcester

6.2  Worcester: England’s Civil War City

6.2.1  Therefore we believe the English Civil War should be intrinsically linked to the wider Worcester ‘Heritage City’ offer. The concept of “Worcester: England’s Civil War City” we believe should certainly be investigated and developed further.

6.2.2  This concept would differentiate Worcester from many other ‘Heritage Cities’, it reconnects it with its unique Civil War credentials, “the location of the first and last Civil War battles” and offers potential marketing ‘hooks’ into its iconic heritage across multiple market segments.

6.2.3  We note that Worcester City is now operating a Business Improvement District (BID) within the core city centre. The Worcester BID although predominantly focussing on retail and hospitality businesses within their defined boundary has overarching priorities that are directly aligned with the aspirations to develop Worcester’s visitor economy.
A resultant increase in footfall, spend in retail and hospitality businesses, and potential for increase in overnight stays within the city we perceive would be welcomed by the BID management providing opportunities for partnership working and possible project funding.
7 Product Development

7.1 Overview

7.1.1 If these potential markets are to be successfully developed investment will be needed in terms of capital, revenue and capacity to support.

7.2 Locations

7.2.1 Tourist Information Centre

The tourist information centre based within the Guildhall, which itself is built on a significant site where Royalists held out, has two statues depicting Charles I and Charles II and a figure that is arguably depicting Oliver Cromwell. At present the displays within the TIC are very good but generic visitor information provision. The TIC is one of the first places where the Civil War ‘experience’ could be developed.

7.2.2 Heritage Trail

The existing Battle of Worcester City Centre Trail works well and is a very good start point from which to develop a wider yet still Civil War themed heritage trail. The premise to offer an easy to follow, quality trail should directly align with the city BID aspirations to encourage visitors to explore and dwell in the city centre. Quality heritage trails such as the Owl Trail in Dijon\(^\text{12}\), which uses quality brass plaques inlaid in the pavements, depicting the city emblem of the owl could easily be developed for Worcester. The iconic ‘lobsterpot’ military helmet (used by both sides) could provide a suitable emblem from which to develop a trail that could be both self-guided with in-situ interpretation, supporting paper guides and possibly electronic interpretation via mobile friendly website, possibly using the latest augmented reality technology. (We are currently not recommending the use of App, QR code or NFC technology)

7.2.3 Friar Street Area

Friar Street has specific Civil War resonance as is both the most well preserved historic street in Worcester but also is home to the King Charles House now two properties, one in New Street and one in Cornmarket. This historic hostelry from which Charles II made his escape is close to the National Trust Greyfriars House and the Cardinals Hat Public House, (although rebuilt is situated on a historic site). The Friar Street area would benefit from enhanced interpretation and continued inclusion in the heritage trail.

7.2.4 City Wall/St Martins Gate

Currently looking like an afterthought remaining after a modern development, this historically important gate deserves improved prominence and interpretation. Reportedly the exit route for the Royalist army would benefit from a monument or striking statue.

7.2.5 Worcester Cathedral

Already a major visitor attraction in its own right, the Cathedral seems to play down its

importance as a Civil War location. Only mentioned in guidebooks and reportedly on the
guided tours its role within the Battle of Worcester was pivotal. In line with the
development of an enhanced Civil War experience we would recommend that the
Cathedral management revisit their Civil War credentials.

7.2.6 Commandery

The Commandery since its refurbishment and re-opening in 2007 has suffered from
disappointing visitor numbers. Feedback from both comment cards and on-line user
generated content has been very mixed with visitor opinions markedly divided at either
ends of the spectrum. Our on-site review certainly presented us with reservations about
complexity and relevance of all six layers, the virtual empty-room format and over-reliance
on the audio guide. The on-going trial to reintroduce more physical interpretation is
welcome and we await visitor feedback with great interest. In Civil War terms the
Commandery is a key piece of the Worcester product ‘jigsaw’, at present it is not fulfilling
this role. If Worcester is to redevelop and exploit its Civil War credentials the
Commandery will require a degree of presentational redevelopment to accommodate this.

We recognise that the essential 2007 refurbishment was stage one of a much wider
redevelopment concept for the Commandery. It could be argued that the period after
reopening has given time to reflect and take stock of market reaction before additional
investment is made. The depiction of the wider historic context of the building provides
additional interest outside that of the Civil War but in terms of maximising the touristic
leverage and traction of the venue we wonder whether the USP focus has been lost.

The Civil War was arguably the most important period for the property and the one that
has the greatest historical and potential touristic resonance. In terms of future
development we would recommend that the key, most interesting elements from the other
five periods are retained, but the Commandery’s Civil War credentials are developed
further and brought to the forefront of the product offer. The adjacency with Fort Royal
Park, site of Sidbury Gate and proximity to the Cathedral has the potential to create a
Civil War heritage ‘cluster’ within this compact geographic area.

The high quality refurbishment of the Commandery and the continual investment in the
infrastructure gives Museums Worcestershire a huge opportunity to develop the visitor
experience and interpretation using both traditional and new technology solutions. If this
next stage development can link to Worcester’s wider heritage city credentials, playing to
its ‘Civil War City’ USP it could reposition itself as a core part of the touristic offer.

7.2.7 Fort Royal Park

Fort Royal Park has recently undergone significant improvements to its Civil War
connectivity through a series of new interpretation boards, the new commemorative
plaque and the introduction of broadly Civil War themed play areas. This positive step
forward is welcomed, but in terms of maximising Worcester’s Civil War heritage and
visitor potential more could be done with this historically significant site. In terms of
gaining traction with the potential US market much more needs to be done in relation to
John Adams and Thomas Jefferson’s visit in 1786. The Civil War and especially the Battle
of Worcester were major influences in both the Declaration of Independence and the
American Constitution. The claims to be the birthplace of modern democracy may be a
little overstated, but Worcester can certainly claim to have had a major impact on these
two great American Presidents, reflected in their subsequent joint pilgrimage to
Worcester.
7.2.8 **Diglis Bridge**

Although a very new structure, opened in July 2010, the site of Diglis Bridge has some resonance within the Civil War as the fields on the western side of the bridge are part of the battlefield and would have seen the royalist retreat from the River Teme. There are footpaths going south on each side of the Severn, on the east side as far as the Ketch Viewpoint and on the west side up to the confluence with the Teme. To the north there is a good view of the Cathedral and to the east you can see the canopy of Perry Wood. The metal figures on the west side of the bridge are a Royalist musketeer and a Parliamentary pikeman (with Sir Charles Hastings, founder of the BMA and Ernest Payne, a gold medallist in the 1908 Olympic Games). The adjacent site is still under development but in terms of being part of the wider Civil War heritage Diglis Bridge has some potential.

7.2.9 **Powick Bridge/Powick Church/Battlefields**

The Powick area and adjacent battlefields present quite a challenge in touristic presentation and accessibility. Requiring access via private transport and an imagination to picture the importance of these sites, we feel that within the Civil War theme development priorities these areas although historically important should be tackled after the city centre. Saying this, the reduction in cost of computer modelling and access to cameras able to give cinematic quality results, could precipitate this element of the Civil War experience being developed with an interactive experience such as 3D film or presentation, with the local re-enactment societies providing the actors and live action.

7.2.10 **Hartlebury**

Hartlebury as it was substantially rebuilt in the 17th and 18th Century has lost its direct physical connection with the Civil War, but as a location it has a rich Civil War story. In 1646 Hartlebury Castle was strongly fortified and held for King Charles I by Captain Sandys and Lord Windsor, with 120 foot soldiers and 20 horse, and had provisions for twelve months. When summoned by Colonel Morgan for the Parliament, it surrendered in two days without firing a shot. The Castle was slighted, and seized \(^{13}\). This rich history and the fact that Hartlebury is the repository for the Worcester Museums collection lends itself to be developed as part of the wider Worcestershire Civil War experience.

7.3 **Events**

7.3.1 Destinations and attractions now find that having an extensive programme of events is essential to creating, developing and maintaining visitor numbers. Events attract new visitors that have the potential to revisit if given a compelling offer, and gives existing core visitors another reason to visit and extend their patronage.

7.3.2 **Battle of Worcester Celebrations**

As observed in 0 the current Battle of Worcester celebration falls just after the main Worcester Festival and clashes with the core ‘back to school’ week and new school term. This unfortunate historical timing notwithstanding, the Battle of Worcester celebration has the potential to be developed in touristic terms. The period immediately following the school holidays tend to be popular with empty nesters, childless couples and retired people as visitor volumes tend to be lower (less children) and accommodation costs can

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be cheaper.

7.3.3 City Centre re-enactment of Battle and Charles II escape (3rd September)

The actual Battle anniversary will take place mid-week until 2016 when it will fall on a Saturday and 2017 when it will fall on a Sunday, then mid-week again until 2022. There is huge potential to create a city centre re-enactment of the Battle and Charles II fleeing the city on 3rd September for historical accuracy, or on the adjacent weekend to maximise visitor numbers. The Drumhead Service of Remembrance could serve as the official recognition on 3rd September each year allowing the event to take place at the weekend.

Many Cities have woken up to the visitor potential of large-scale re-enactments. Chester held a Civil War themed day of re-enactments in August14; the annual Largs Viking Festival takes place in August/September15 in the US the Grand Ledge, Michigan Victorian Days festival includes a US Civil War re-enactment16.

Worcester with its rich Civil War history, key locations throughout the city centre, Commandery and Fort Royal Park has the potential to develop a large-scale annual re-enactment event/festival around the core Battle of Worcester theme.

Re-enactment at Powick Bridge (23rd September)

Although out of the city centre, the Battle of Powick bridge was officially the first ‘battle’ of the English Civil War. As with the historic accuracy question with the 1651 Battle of Worcester, a view may need to be taken as to whether historical date accuracy is paramount or wrapping the touristic potential of the Powick Bridge battle into the wider Worcester Civil War celebrations?

7.3.4 John Adams/Thomas Jefferson Visit (4th-10th April 178617)

Away from the September Civil War peak period, the visit by the two ‘premier league’ American Presidents and founding fathers of US democracy has the potential for touristic development. Additional research as to their itinerary within Worcester would be useful in creating an event centring on their visit, culminating on Fort Royal Hill/Park. Linkages with American schools, military bases, diplomatic service and societies and organisations18 could be developed adding additional international leverage to the event format.

7.3.5 Local re-enactments

Events such as the M5 Living History show 0 appear to have built-up an audience and regular following. The development of a series of Civil War themed events within Worcester City Centre, some utilising the appeal and spectacle of re-enactment should appeal these enthusiast and wider audiences. Cross-promotion of events and building of a core audience base will be important especially in the initial development years.

7.3.6 Worcester Festival

The annual Worcester Festival falls just before the Battle of Worcester celebrations, running for 2-3 weeks in August always ending on Bank Holiday Monday (26th August

16 http://www.victoriandays.org/reenactorhq.html
17 exact date of visit requires historical confirmation: http://founders.archives.gov/documents/Adams/01-03-02-0005-0002-0001
18 http://london.usembassy.gov/us_social_and_cultural.html
The development of Worcester's Civil War product and Civil War events will need integration and forward promotion from the Festival to create a virtual ‘bridge’ between the two events. The possibility of using the Bank Holiday firework display to ‘close’ the Festival and ‘open’ the Battle of Worcester celebrations should be considered.

7.4 Infrastructure

7.4.1 Hotel stock issue, quantity & quality

Although out of scope for this study we noted when visiting the city a possible lack of bed-space, surprisingly poor user-generated comments on the bed-space that was available and apparent lack of 5-star accommodation. We would recommend that in partnership with Destination Worcestershire and Worcester BID management, some quantitative and qualitative research is undertaken on Worcester's accommodation stock.

7.4.2 Brown signage issue + M5 motorway signs

Again out of scope but also noted during our site visits we felt that provision of ‘brown’ highway signage seemed rather scarce, with the key touristic sites either having minimal or no supporting signage. We also noted comments from stakeholders about the lack of large brown tourism signs on the key M5 motorway junctions.

7.4.3 City centre pedestrian signage and notice boards

As noted a number of times within this report, we observed during our visit some pedestrian signage within the city centre, however it was not of uniform design or uniform condition with some in poor condition and pointing in the wrong direction. Often overlooked by local authorities plentiful, clear, accurate pedestrian signage is essential in underpinning a good quality visitor experience. We also noted the ‘Welcome to Worcester’ notice/map boards were not in the best condition requiring refurbishment and notices to be updated and maps reprinted.

7.5 Partners & Stakeholders

7.5.1 Destination Worcestershire DMO

The Destination Worcestershire DMO having both a County and City remit will be instrumental as a potential partner and definite stakeholder in the development of a touristic focussed Civil War product. The development of the Worcester: Civil War City theme has the potential to add an additional USP to the wider Worcestershire product offer. The development of the US Presidential links has the potential to add an international US specific market dimension to the offer.

7.5.2 Worcester City BID

The Worcester City BID has a simple overarching target to increase footflow and therefore potential customers to the city centre BID area. By their nature tourists are one of the most lucrative types of city visitors, enjoying leisure time with a propensity to spend money on eating and drinking out, leisure shopping and when staying overnight evening subsistence, refreshment and potentially entertainment. The BID with the benefit of the business rates levy income has the potential to be a key partner and stakeholder in the development of the city centre Civil War product and possible events programme.
7.5.3  **Worcester City and Worcestershire County Councils**

The public sector although working with increasingly constrained budgets, still has a significant role to play with the development of the Civil War product. Through its operation of Museums Worcestershire, its ownership and management of key infrastructure and statutory responsibilities will inevitably mean that both the City Council and County Council will be key partners and stakeholders within the product development process and ultimate delivery.

7.5.4  **Worcestershire LEP**

Local Enterprise Partnerships will over the coming years have an increasingly important role in developing and supporting the strategic aspirations of the LEP area. Worcestershire LEP has stated that tourism is one of its top priorities. In 2014/2015 LEP’s gain access to ESIF (EU Structural) and Government Growth funding streams, projects such as development of Worcestershire’s Civil War heritage offer should be developed as possible projects for LEP grant or loan funding streams. Most LEP funding will require matched funding and economic impact results in terms of jobs created and GVA.

7.5.5  **Civil War Groups, Associations and Societies**

In compiling this report we have engaged with a number of Civil War groups, associates and societies with a universal passion and enthusiasm for the Civil War. These community-led groups have a great deal to offer the project in sheer knowledge and physical capacity, especially when public sector capacity is under such strain. We would advocate maximising the potential input of these groups to become both advocates of the project and active participants in delivering the project.

7.5.6  **VisitEngland & VisitBritain**

Although in destination management terms, Destination Worcestershire as your local DMO is the first port of call, the two national tourism support bodies VisitEngland (mainly for domestic tourism) and VisitBritain (mainly for inbound tourism) should be engaged with as to your product development aspirations and whether any of their capacity and resources can be brought to support the project.

7.5.7  **Other Civil War destinations**

We have referenced the development of Newark as the English Civil War Centre and note its potential as competition to Worcester 2.5. There are many other Civil War destinations adjacent to Worcestershire with varying degrees of resonance and product content. In terms of creating a Civil War ‘cluster’ synergies with other Civil War destinations should be considered as for those historians and enthusiasts embarking on a Civil War experience the interconnectivity between destinations should be viewed as a positive.
8 Conclusions

8.1 Civil War Product

8.1.1 Worcester has both historical resonance and a significant amount of actual Civil War ‘product’ that if developed would warrant the city being promoted as a genuine ‘Civil War Destination’.

8.1.2 The additional US Presidential connections in terms of both their importance as 2nd & 3rd US Presidents, the authorship of The Declaration of Independence and influence on the American Constitution provide potential leverage into the US overseas markets.

8.1.3 However at present these two key products are underdeveloped, under promoted and virtually hidden from visitor itineraries.

8.2 Wider Visitor Market

8.2.1 The Civil War has the potential to resonate strongly within the overseas heritage tourism market and build increasing resonance within the emerging domestic overnight and day trip heritage markets. Although in the widest touristic terms the Civil War alone will not be sufficient to significantly generate additional visitor numbers to Worcester.

8.2.2 The Civil War product when combined with Worcester’s existing heritage city offer does create a combined product that we feel will resonate strongly with the wider touristic market.

8.3 Worcester: England’s Civil War City

8.3.1 The combined Civil War and Heritage city offer we believe could be the concept from which to develop and market Worcester’s visitor profile. The Civil War giving it an undeniable USP, in terms of direct English Civil War themes but also encompassing the additional USP provided by the US Presidential and democracy links.

8.4 Commandery

8.4.1 The key experiential research focus on the Commandery was undertaken by MHM, our visit was to inform the wider research of this specific strand. However as part of this research we concluded that in our opinion at present the current Commandary format appeared to be falling between two-stools: not fully exploiting the potential of the significant Civil War heritage and failing to establish enough resonance with visitors across the other five historical layers.
### Appendix 1: Copy of micro survey questionnaire

#### Your holidays, short-breaks and day-trips

**1. About you**

Please let us know a little about you. This information will not be used to contact you again; they are only required to help us assess the geographic spread of responses.

*Please give us the town/city you live in and your postcode.*

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<thead>
<tr>
<th>City/Town:</th>
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<tbody>
<tr>
<td>Postal Code:</td>
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</table>
**Your holidays, short-breaks and day-trips**

2. Your holidays, vacations, short-breaks and day trips.

*Thinking about holidays, short-breaks and day-trips you take in the UK please can you give us the approximate frequency of these in a typical year.*

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<thead>
<tr>
<th></th>
<th>None per year</th>
<th>1 per year</th>
<th>2 per year</th>
<th>3 per year</th>
<th>4 or more per year</th>
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<tr>
<td>Holidays of around a week duration</td>
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<td>Holidays of around two weeks duration</td>
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<td>Short-breaks (minimum 1 night away)</td>
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<td>Day-trips (back in same day)</td>
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<td>Guide books (purchased)</td>
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<td>Guide books (borrowed)</td>
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<td>Tourist information Centre (when there)</td>
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<td>Google/Internet for information</td>
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<td>Official Tourist Board website</td>
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<td>TripAdvisor</td>
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<td>Social media e.g. Facebook</td>
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<td>Friends and Family</td>
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<td>Local advice when at destination</td>
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<tr>
<td>Other (please specify)</td>
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Your holidays, short-breaks and day-trips

4. Your holiday activities

*When holidaying in the UK (any type: week or more, short-break or day-trip) have you ever undertaken any of the following activities? If so how often in a typical year?

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<thead>
<tr>
<th>Activity</th>
<th>Never</th>
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<th>Yes, twice</th>
<th>Yes, three times</th>
<th>Yes, four or more times</th>
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<tbody>
<tr>
<td>Visited a stately home?</td>
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<td>Visited a castle?</td>
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<td>Visited a cathedral?</td>
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<td>Visited a museum?</td>
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<td>Visited an art gallery?</td>
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<td>Visited a historic/heritage location?</td>
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<td>Visited gardens?</td>
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<td>Walked a heritage/history trail?</td>
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<td>Visited a battlefield site?</td>
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<td>Other (please specify)</td>
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Your holidays, short-breaks and day-trips

5. Image recollection

We want you to look at the images below and let us know whether they mean anything to you. If they don't no problem just click the appropriate response below.

Please have a careful look at the images below

*Do these images mean anything to you or trigger some recollection?

- [ ] Nothing whatsoever
- [ ] I have a vague recollection but can't think what
- [ ] The images mean to me (please state below)
6. Key word recollection

Please look at the following words, if they mean something to you please indicate below. Please answer honestly as it is important to us whether these words have any resonance with you.

* Do any of the following mean anything to you?

<table>
<thead>
<tr>
<th></th>
<th>Never heard of</th>
<th>Have some vague recollection</th>
<th>Have heard of but don't know much about</th>
<th>Have heard of and know a bit</th>
<th>Have heard of and know a lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cavaliers &amp; Roundheads</td>
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<td>King Charles II</td>
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<tr>
<td>Oliver Cromwell</td>
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<tr>
<td>Battle of Edgehill</td>
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<td>Battle of Naseby</td>
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<tr>
<td>Battle of Worcester</td>
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</tbody>
</table>
Your holidays, short-breaks and day-trips

7. Civil War themed destination

* If a UK tourist destination promoted itself as one of the most important locations in the English Civil War, offering a self-guided Civil War themed heritage trail, a Civil War themed attraction, a historic period house and battlefield site would you consider visiting it?

- No not interested
- Maybe, if I was close by or had time in my itinerary
- Possibly, as I have some vague interest
- Likely, as I have some interest
- Very likely, as I am interested
- Definitely would visit

Other (please specify)

- [ ]

* If such a UK tourist destination also was a Heritage City offering a Cathedral, riverside experience, good shopping, non-heritage attractions and cultural activities would you be more predisposed to visit it?

- No not really
- Possibly
- Likely
- Definitely
**Your holidays, short-breaks and day-trips**

### 8. Heritage City Break

Imagine you were either a day-visitor or taking a short-break in a UK Heritage City.

**Which of the following activities would you consider participating in whilst visiting this heritage city?**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Never, just not interested</th>
<th>Maybe, if I had time in my itinerary</th>
<th>Possibly, as I have some vague interest</th>
<th>Likely, as I have some interest</th>
<th>Very likely, as I am interested</th>
<th>Definitely would visit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visit a cathedral</td>
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<tr>
<td>Visit a historic city centre house</td>
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<tr>
<td>Walk a city centre heritage trail</td>
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<tr>
<td>Visit a Civil War themed attraction</td>
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<tr>
<td>Visit a porcelain museum and shop</td>
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<tr>
<td>Visit a battlefield site overlooking the city</td>
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<tr>
<td>Take a short excursion to some battlefield sites</td>
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<tr>
<td>Visit the museums</td>
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<td>Visit the art galleries</td>
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<tr>
<td>Visit the riverside areas</td>
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<tr>
<td>Visit the shopping streets</td>
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</tbody>
</table>
Your holidays, short-breaks and day-trips

9. Thank you!

Thank you for completing this survey, your responses will help us with a project looking at the Civil War and its importance to tourists in Worcester and Worcestershire.

Simon Matthews
smathews@matthewsassociates.co.uk