

Worcester City Tourism Strategy 2017-2022

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Introduction

This Tourism Strategy for Worcester City is a high level plan set out to achieve the Council's goals in relation to the economic growth and prosperity brought about by tourism development in the City of Worcester. The strategy takes into account national trends¹, data, visitor surveys and stakeholder feedback. It sets out aims and objectives to help cultivate a quality visitor experience; to raise the profile of Worcester as a visitor destination and to increase community engagement in the City's arts; heritage and leisure activities, thus contributing to stronger and more connected communities.

Worcester City has been experiencing growth in visitor numbers and visitors spend, although the City's growth is still below the national average. Tourism is a natural growth opportunity for the City that will benefit both residents and businesses.

Aim

The aim of the Tourism Strategy is to raise the value of the visitor economy by:

- Inspiring sustainable growth and development in the City's arts; sport and heritage activities; retail and food and drink offer, as well as encouraging more quality accommodation options to develop in the City.
- Raising the profile of Worcester as a visitor destination.
- Encouraging social inclusion in tourism activities.
- Ensuring the local environment is appreciated by all.

This will be realised through the following objectives.

Objectives

The Tourism Strategy focuses on three objectives which were highlighted as being extremely important through the consultation process, and by also taking into account key evidence established during the research process. The key evidence includes tourism performance, visitor feedback, and comparator data from other English cities on their tourism offer and accommodation stock.



¹ Details of national trends (VisitBritain) can be found at Appendix 1

Objectives and Priorities to Deliver the Tourism Strategy

Objective 1 – Enhance the Visitor Experience

a) Attractions

- 1) Research opportunities for unique new Worcester attractions, (focus on - sport; heritage; education; food and drink businesses; culture and art; music).
- 2) Review Worcester geography and seek to complement County and West Midlands offer in order to drive tourism growth.
- 3) Encourage existing visitor attractions to develop their offer.
- 4) Develop City and County tours.

b) Retail and Food and Drink

- 5) Offer more quality shopping experiences for regional and sub-regional offers.
- 6) Promote and develop independent food and drink offer in City Centre.

c) Accommodation

- 7) Encourage inward investment for quality hotel accommodation.
- 8) Organise familiarisation visits for hotel developers and chains.

d) Arts, Culture and Heritage

- 9) Maintain and improve existing events/festivals and increase the number of major cultural/sports/heritage/food and drink/celebration events in the City in line with research into Worcester USP and market opportunities via the Strategic Events Forum (City Centre event organisers, attractions and public bodies).
- 10) Develop new events (potentially include unique food festivals, a river festival, a history festival, a comedy fringe, an annual Children's Literature Festival and national/international sporting events etc.).
- 11) Encourage creative industries; arts/crafts workshops; performance and art exhibition space.
- 12) Encourage local community groups, arts organisations and voluntary groups to perform in the City Centre to create an authentic Worcester experience.

Objective 2 - Raise Worcester's Profile with Successful Marketing

Marketing and Promotion

- 1) Research Worcester branding and link to opportunities for existing and new tourist opportunities.
- 2) Seek English Heritage City status.
- 3) Work with Worcestershire Local Enterprise Partnership, Visit Worcestershire and World Class Worcestershire to market the City to overseas and UK visitors.
- 4) Review current marketing activities including Worcester City's website presence and action as appropriate.
- 5) Develop the coach tourism product and promote to the group travel market.
- 6) Develop joint tickets to be sold in the Tourist Information Centre and in the City's attractions.
- 7) Review and improve accessibility to Tourist Information Centre (opening hours).
- 8) Tourist Information – review, maintain and improve information points and mechanisms, (TIC, TIPs, Interactive TIPs, online/hard copy).
- 9) Research best tourist information methods.
- 10) Review, scope and propose improvements for best use of tourism signage.

Objective 3 - Provide Strategic Leadership & Ensure Stakeholder Engagement

a) Governance

- 1) Sponsorship and income generation to fund tourism development and staff.
- 2) Establish Tourism Strategy Review Group and include all local key partners.
- 3) Work in Partnership with local, regional and national organisations to secure additional funding for projects.

b) Business Engagement

- 4) Carry out an online audit of tourism businesses.
- 5) Work with and through tourism partnerships.
- 6) Encourage tourism businesses to adopt green practices (reducing waste to landfill, reducing energy consumption, reducing water usage and using local suppliers including ancillary services, food and drink producers and purchasing local arts and crafts).

c) Community Engagement

- 7) Support 'Worcester Revealed' supplement in Berrow's Journal to further create a 'sense of pride' amongst residents.
- 8) Develop resident "special offers" to drive community support and "city pride".
- 9) Create affordable engagement events/workshops for local residents; businesses; schools; education establishments and community/arts groups.
- 10) Develop a volunteer network.

Background

The Worcester City Tourism Strategy has been drafted in line with a number of existing plans, key evidence and research, as well as with extensive consultation as shown below and in further detail attached as supporting evidence.²

Worcester City Plan 2016-2021³

Worcester City Council has developed a strategic plan for the next five years: *Building a successful future on 2,000 years of history.*

The Leaders of the Council's three political parties have come together to formulate a shared vision for the future of Worcester with the aim to create a successful, vibrant and sustainable City.

"By 2021 we want Worcester to be recognised as a growing cosmopolitan Cathedral and University City with unrivalled heritage"

Tourism is heavily integrated into the City Plan and is recognised as a key economic and social driver for helping to increase the prosperity of the City.

The City Plan is split into five strategic themes:

- 1) Stronger & Connected Communities
- 2) A Prosperous City
- 3) A Healthy and Active City
- 4) A Heritage City for the 21st Century
- 5) Sustaining and Improving Our Assets

South Worcestershire Development Plan⁴

The vision for the South Worcestershire Development Plan refers to 'a thriving tourism market underpinned by an attractive built and natural environment', with the Plan recognising the importance of tourism within the local economy. There is a limited number of City Centre sites currently allocated to tourism development within the Plan, but there will be an increasing amount of new opportunities as the City Centre's infrastructure develops and new development sites are identified.

The tourism and leisure section of the Plan states that tourism development will be permitted where the following criteria are met:

- i. The development is compatible with the physical character of the area.
- ii. The significance of heritage assets and their setting is conserved and, where appropriate, enhanced.
- iii. The public enjoyment and understanding of the historic and natural environment is promoted.
- iv. Where schemes are proposed on green-field land, consideration has been given to the availability of alternative brownfield sites.
- v. Appropriate provision is made for access and vehicular parking facilities (including coach parks, where appropriate).
- vi. The site is readily and safely accessible by means of transport other than the private car.

² See Supporting Evidence in Appendix 1

³ Worcester City Council City Plan 2016-2021 – Tourism themes are identified at Appendix 2

⁴ South Worcestershire Development Plan (adopted February 2016) Potential site allocations shown at Appendix 3

Worcester City's Current Tourism Offer⁵

Visitors undertake a range of activities when visiting Worcester, with general sightseeing and visiting attractions described as the main reason for their visit (Visitor Survey 2015/16).

Worcester's tourism offer is currently made up of the following tourism products:

- **Heritage attractions⁶** (Worcester Cathedral, The Commandery, Museum of Royal Worcester, the Guildhall, Worcester City Museum and Art gallery, The Infirmary, The Greyfriars' House and Garden, Tudor House Museum, The Hive and city heritage trails)
- **Arts and entertainment venues** (The Swan Theatre, Huntingdon Hall, Worcester Arts Workshop, Marris Bar, as well as sporting venues being used for concerts)
- **Sporting venues** (Worcestershire County Cricket Ground, Worcester Warriors Rugby Club, Worcester Racecourse, University of Worcester Arena, Perdiswell Swimming Pool and Leisure Centre and Worcester Rowing Club)
- **Parks and green spaces** (Riverside Park, Gheluvelt Park, Pump House Environment Centre, Cripplegate Park, Fort Royal Park, Chapter Meadows, and Worcester Woods Country Park)
- Beautiful location on the **river and canal network** (River Severn, Birmingham to Worcester Canal and the Mid-Worcestershire Ring)
- A varied programme of **festivals and events** (Three Choirs Festival, Worcester Victorian Christmas Fayre, Worcester Music Festival, Love Worcester Heritage Festival, Worcester Foodie Festival, Worcester Motor Festival, Worcestershire Lit and Fringe Festival, Worcester Show, Dragon Boat Festival and Battle HQ Weekend at The Commandery etc.)
- A range of **independent shops and high street retailers**
- A selection of **independent and chain restaurants**
- A choice of **nightclubs, pubs and bars**
- **Accommodation** in approx. 4,189 bed-spaces (28 hotels and B&B's and 22 non-serviced accommodation providers)

⁵ For full list see Appendix 4

⁶ Details of Worcester's heritage assets can be found at Appendix 5

Key Evidence

Summary of Key Evidence and Consultation from Stakeholders⁷

An extensive consultation process has been undertaken to ensure our tourism businesses, our visitors, our residents and other stakeholders have been involved in helping to develop this Tourism Strategy.

The consultation process assessed the City's successes and challenges, and provided the opportunity for all consultees to offer recommendations on how they think Worcester's tourism offer can be improved.

Our Successes

i. Tourism Product Development

- Worcester is ranked highly in the Royal Society of Arts Heritage Index for its heritage assets - Top 4% in 2015 and Top 12% in 2016.
- Magnificent Cathedral with a variety of other heritage attractions.
- Beautiful riverside location with great open spaces.
- Green Flag status for Gheluvelt Park and Cripplegate Park.
- Named in the Top 5 in the Great British High Street Awards in 2016 and Top 2 in 2015.
- The number of empty shops is below the national average at 10%.
- A huge variety of festivals and events throughout the calendar year.
- A thriving sports scene with established sporting venues and top level sports teams including the University of Worcester leading on inclusive sports, first-division cricket, premiership basketball and rugby and horse-racing.
- Mixed-use sports venues for concerts and for other non-sporting events.
- A unique shopping offer with a good selection of independent retailers and High Street shops.
- A growing eclectic choice of places to eat.
- Over 100 businesses with 4/5 star Food Hygiene rating.
- Iconic and world first dual-use library building The Hive.

ii. Infrastructure

- Business Improvement District in its second term
- Continued investment via the Local Transport Strategy
- Resurfacing and improvements made to Angel Place and in The Cornmarket.
- £22 million Worcester Parkway train station approved (Opening 2018).
- Southern Link Road development to Carrington Bridge with potential future funding available to extend the dual-track to Powick roundabout.
- Investment in Superfast Broadband across Worcestershire.

⁷ Details of stakeholder consultation can be found at Appendices 6 - 12

iii. Recent Developments

- £100 million investment from the University of Worcester over the last five years, including The Hive (in partnership with Worcestershire County Council) and the University of Worcester Arena (an inclusive sports venue).
- Development of the CrownGate Shopping Centre food quarter.
- Development of the new Diglis Bridge in Riverside Park.
- Mid-Worcestershire 21-mile short break boating ring (opened in 2011) with a new arts trail (opening 2018).
- Development of the riverside Premier Inn (opened 2014).
- Worcestershire County Cricket Club re-development (opened 2014).
- Continued inward investment on the High Street by the private sector.

iv. Future Developments

- Development of a new public square near the Cathedral (opening June/July 2017).
- Porcelain Factory Works to include Henry Sandon Hall and Bronte Porcelain Shop.
- National Trust taking over the management of the Elgar Birthplace Museum (opening spring 2017).
- Further development of Riverside Park to achieve Green Flag Status.
- £400,000 investment into The Commandery Battle HQ museum redevelopment programme (opening June 2017).
- Development of a new swimming pool (opening January 2017).
- £19m investment to improve fish stocks in the River Severn with a viewing platform.
- Museum of Royal Worcester £1.5 million investment to reshape the Museums offer.
- Proposed arts and entertainment space in The Old Granary in St. Martin's Quarter.

Our Challenges

i) Tourism Product Development

- Insufficient quality accommodation and capacity to attract high-value leisure and business tourists
- Worcester is not recognised as an official English Heritage City.
- Competition from neighbouring destinations and other UK heritage destinations.
- Currently considered as a day trip destination.
- Online retail gaining market share over the High Street.
- Keeping up with technological advances.
- Coach tourism product — insufficient coach parking, hotels and incentives.
- Seasonality – mainly Easter to September.
- Social issues in the City Centre (homelessness, city centre drinking and begging).
- Riverside location is under utilised with damaged fishing pegs and lack of mooring for visiting boaters.
- Raising the profile of festivals and events held in the City.

ii) Infrastructure

- Congestion and infrastructure— roads almost at maximum capacity
- Rail services from London Paddington and Bristol - journey times, capacity and connectivity.

iii) Developments

- Inward investment needed for new attractions, accommodation providers, retailers and independent eateries.
- Lack of development sites for tourism attractions and accommodation providers.

iv) Marketing and Promotion

- City does not have a destination marketing brand.
- Reduced funding available for marketing and promotion.
- Negative media reporting especially during flooding.
- Worcester's tourism product is relatively unknown to outsiders.

Recommendations from Stakeholders

i) Tourism Product Development

- Entice new attractions and ensure existing attractions update and improve their offer.
- Attract a quality branded hotel chain or independent boutique hotel.
- Attract more retailers and independent restaurants.
- Increase the festival and events offer along with improved collaboration amongst event organisers.
- Develop more festivals and events including celebrating more festivities from ethnic minorities e.g. Ede in July, Diwali in October/November.
- Work with partners to increase the number of conferences and events to improve business tourism
- Improve the tourism offer in the Guildhall.
- Ensure the best use of the City and County museum archives.
- Increase the number of City and County tours.

i) Infrastructure

- Make more use of the river with better access and signposting, as well as installing new fishing pegs and visitor moorings.
- Coach parking facilities including number of spaces and location of pick-up and drop-off points.
- Increase the number of pedestrian-only zones in the City Centre.
- Reduce congestion and increase accessibility⁸.
- Improve accessibility for visitors with disabilities.
- Ensure Worcester keeps up with technological advancements (heritage Augmented Reality trails and City Centre Wi-Fi).

⁸ Details of Worcestershire County Council Local Transport Plan can be found at Appendix 13

ii) Marketing and Promotion

- Introduce a Worcester City destination marketing brand.
- Increase the number of sponsorship and revenue opportunities to advance the tourism offer and to provide funding for tourism.
- Work in partnership with neighbouring destinations (including Marketing Birmingham, Shakespeare's England and Cotswolds Tourism).
- Work with the English Heritage Cities (EHC) Group to attract international visitors.
- Benefit from Discover England funding by working in partnership with the EHC Group, Marketing Birmingham and VisitPlymouth on regional and national funding projects.
- Work closely with the Midlands' Engine to ensure Worcester maximises its regional opportunities.
- Improve marketing and promotion to identified target markets particularly using social media and online marketing.
- Cross-selling via sports venues.
- Joint ticketing for attractions
- Ensure residents are aware of the tourism offer to promote to Visiting Friends and Relatives (VFR).

There were a number of additional issues which were raised by stakeholders during the consultation process that will have an impact on tourism development in the City. These issues are recorded in Appendix 1, but will be delivered through separate management and delivery plans, with many being addressed in partnership with other organisations; agencies and groups.

Tourism Performance⁹

Headline figures, that have recently been acquired via a three year 2013-2015 Economic Impact Assessment (The Research Solution Company), indicate a steady growth in the value of Worcester City's visitor economy, with visitor spend reaching a record breaking £130 million in 2015, up by 6.3% (from £122 million in 2013), visitor numbers (leisure and business) are up by 6.5% to 3.4 million in 2015 (from 3.1 million in 2013) and the number of jobs supported by tourism has increased by 7% to 3,351 in 2015 (from 3,131 in 2013).

	2013	2015	Growth/Decline (%)
Total Visitors	3,194 million	3,402 million	6.5%
Day Visitors	3 million	3,219 million	7.3%
Overnight Visitors	194,000	183,000	-5.7%
Total Visitor Spend	£122,732 million	£130,486 million	6.3%
Total Tourism Value	£156,378 million	£165,844 million	6.0%
Jobs	3,131	3,351	7.0%

However, the total number of overnight visitors has declined by 5.7% to 183,000 in 2015 (from 194,000 in 2013). This contradicts the growing national trend for overnight visitors, whereby on a national scale domestic overnight trips reached a new high with overnight trips up by 11%, and with record breaking spending (VisitBritain).

Comparative statistics are available for a number of UK cities and for wider Worcestershire below. The table below ranks visitor spend in descending order.

City	Year	Volume (visitors)	Visitor Spend (£m)	Employment (FTE)
Worcestershire	2015	16 million	£866	13,034
York	2015	6.8 million	£608	20,300
Oxford	2014	7 million	£597	13,000
Cambridge	2015	5.3 million	£583	Est. 6,717
Bath	2014	5.8 million	£411	9,213
Derby	2009	7 million	£280	5,000
Winchester	2012	5.2 million	£241	3,593
Lincoln	2014	4.1 million	£190	2,490
Worcester	2015	3.4 million	£130	3,351
Gloucester	2010	2 million	£125	2,161

⁹ 2013 - 2015 Economic Impact Assessment and online research.

Visitor Experience¹⁰

Reasons for Visiting Worcester

In the latest Visitor Survey (2015/2016) visitors were asked to indicate the main activity they would be undertaking whilst on their visit to Worcestershire. General sightseeing (31%) and visiting an attraction (17%) were the primary motives for respondents to visit Worcester. New visitors were more likely to state general sightseeing (48%) as their main activity compared with 26% of repeat visitors. Shopping/looking around the shops and visiting friends/relatives were higher amongst visitors who had been before than visitors who were in the city for the first time.

Almost half (45%) of all respondents stated a previous visit had encouraged them to return to Worcester. An additional 21% stated a personal recommendation / word of mouth and 4% stated the Internet and a tourism leaflet/brochure had influenced their choice to visit.

Comments about Worcester

The Visitor Survey (2015/2016) stated that visitors to Worcester were impressed with the shops/shopping available and in particular the variety of independent shops on offer in the city, noted by 30% of respondents. The river was a great attraction for visitors with 29% citing this as their most liked aspect of the city, followed by architecture/old buildings (23%) and the history/heritage associated with Worcester (19%). Respondents were also asked to note what had spoilt their visit to the County. Of the comments that were made, 6% related to traffic congestion and 4% were problems finding car parking. The building/road works taking place within the city centre and around by the Elgar Statue, the lack of and cleanliness of toilets and poor road signs were identified by visitors in equal measure (3% each) as issues that spoilt their visit to Worcester City.

¹⁰ 2015/16 Visitor Survey – Executive Summary shown at Appendix 10

Comparative Cities Tourism Attractions¹¹

It is useful to understand what other English cities offer visitors in terms of tourist attractions and other tourism products which make up the overall tourism experience. The table below highlights the reasons to visit Bath, Cambridge, Derby, Gloucester, Lincoln, Winchester and York in comparison to Worcester. Aside from the attractions listed below all of the cities offer a quality shopping experience with a variety of independent and high street retailers as well as offering quality accommodation and restaurants.

City	Tourist Attractions
Worcester	Worcester Cathedral, The Commandery, Museum of Royal Worcester, Worcester City Art Gallery and Museum, Worcestershire County Cricket Club, Worcester Racecourse, University of Worcester Arena, Worcester Guildhall, The Greyfriars' House and Garden, Tudor House Museum, The Infirmary, riverside and parks.
Bath (EHC)	UNESCO World Heritage Site. Georgian architecture, Roman Baths, Thermae Bath Spa, a variety of museums and galleries including the Victoria Art Gallery, Jane Austen Centre and No. 1 Royal Crescent.
Cambridge (EHC)	Historic University City. Iconic architecture with King's College Chapel along with various other historic College buildings. Multiple museums, galleries and visitor centres including Fitzwilliam Museum, University Museum of Zoology, Museum of Classical Archaeology, The Sedgewick Museum of Life Sciences, Whipple Museum of the History of Science, Cambridge Science Centre. Boat trips and punting, Cambridge Arts Theatre, Cambridge Corn Exchange and Cambridge University Botanical Garden.
Derby	UNESCO World Heritage Site Derby Silk Mill, gothic Cathedral, Derby Museum and Art Gallery, Cathedral Quarter for historic architecture, shopping and restaurants, Derby Guildhall Theatre, Derby Theatre, Derbyshire County Cricket Club, Derby Revolution Trampoline Park, various shopping centres and live music venues.
Gloucester	Historic docks, Gloucester Quays, 11 th century Cathedral, The Tail of Gloucester Beatrice Potter Museum, Gloucester Folk Museum, Gloucester Waterways Museums, Soldiers of Gloucestershire Museum, Gloucester City Museum and Art Gallery, Gloucester Rugby Club, Hillfield Gardens, Blackfriars, Nature in Art, Museum of Gloucester, Greyfriars Priory, Gloucester Guildhall and the Jet Age Museum. High Street and discount shops.
Lincoln (EHC)	Lincoln Castle, Lincoln Cathedral (Magna Carta), Roman Lincoln Trail, Guildhall and Stonebow, Medieval Bishops' Palace, various museums and visitor centres including Museum of Lincolnshire Life, The Collection Archaeology Museum and Lincoln Road Transport Museum.

¹¹ For further details about competitor and comparative cities see Appendix 14

Oxford (EHC)	Historic University City. Historic architecture, Cathedral at Christ Church, Oxford Town Hall, Bodleian Library, Oxford Castle Quarter, Ashmolean Museum, University of Oxford Botanical Garden, Sheldonian Theatre, O2 Academy Oxford, Oxford Playhouse and North Wall Arts Centre.
Winchester	Former capital City of England. Historic architecture, Winchester Cathedral, Winchester Guildhall, Winchester Science Museum and Planetarium, City Museum, The Great Hall and Theatre Royal Winchester.
York (EHC)	York Minster, Jorvik Viking Centre, Clifford's Tower, York Castle Museum, National Railway Museum, York Art Gallery, Yorkshire Museum and York Boat.

Comparative Cities Accommodation Offer ¹²

The 2015 Economic Impact Assessment and the stakeholder consultation highlighted Worcester is underperforming in offering high quality accommodation, and therefore the number of visitors staying overnight is in decline. The table below shows the number of accommodation providers in Bath, Cambridge, Derby, Gloucester, Lincoln, Winchester and York in comparison with Worcester.

The hotel quality section of the table is based on whether an accommodation provider is assessed by an official accreditation body, either VisitBritain (via Quality in Tourism) or The AA. Since the 2013, there have been two developments on the outskirts of Worcester including, Stanbrook Abbey and the Bank House Hotel & Spa.

The Table ranks cities in regards to the number of bed spaces in descending order.

City	Accommodation (2016 VisitBritain Accommodation Stock Audit)			Hotel Quality (2013 WLEP Hotel Research Report)		
	No. of Serviced	No. of Non-Serviced	No. of Bed Spaces	No. of 4 Star Hotels (within 5 mile radius)	No. of 5 Star Hotels (within 5 mile radius)	Total Top End Hotels
Lincoln (EHC)	71	80	15,610	3	0	3
York (EHC)	250	177	14,855	Not included	Not included	Not included
Bath (EHC)	228	236	11,912	3	2	5
Oxford (EHC)	119	35	11,195	6	1	7
Winchester	180	52	9,930	4	1	5
Cambridge (EHC)	129	42	9,383	7	0	7
Derby	61	15	6,842	6	0	6
Worcester	22	6	4,189	0	0	0
Gloucester	43	7	4,037	2	0	2

How Will This Strategy Be Delivered?

In accordance with the tourism scrutiny recommendations, a tourism steering group, comprising key sector representative, will be set up to lead on delivering the actions set out in a Delivery Plan, that will be finalised and adopted in early 2017. The Delivery Plan will identify actions of key partners and the approach to be undertaken to achieve the overall aims and objectives, including the allocation of resources and dates for the achievement of key milestones.

¹² 2016 VisitBritain Accommodation Stock Audit and 2013 Worcestershire LEP Hotel Research Report

Annex: Additional Tourism Strategy Consultation Comments¹³

The Tourism Strategy consultation highlighted a number of key issues which are recognised as being extremely important for the successful development of tourism within the City. These matters are documented in additional improvement and management strategies and will be delivered outside of, but in parallel with the Tourism Strategy.

1. Keep City clean/no litter
2. Public realm improvements
3. Manage seagulls
4. Transport infrastructure improvements – ease congestion
5. Worcester Parkway
6. Improved bus services
7. Improved walking and cycling
8. Deliver South Worcestershire Development Plan Tourism elements
9. Address coach parking facilities
10. Support public transport developments
11. Improve Wi-Fi/Broadband in the City Centre
12. Reduce shop vacancies
13. Improve lighting
14. Improve shop front displays
15. Reduce anti social behaviour and improve night time safety
16. Ensure high quality customer service in shops
17. Feasibility studies to look at improving heritage buildings
18. Energy conservation; reduce waste; renewal energy
19. Develop training for tourism/hospitality skills/jobs
20. Parks and grounds maintenance
21. Car parking provision
22. Licensing and City Centre Management

¹³ Details of stakeholder consultation can be found at Appendices 6-12