

# **Epworth Old Rectory**

## **Audience Development Plan**

**FINAL**  
August 2007

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## **Confidentiality**

This report contains information which has been provided on the basis that it is for use solely by the Trustees and staff at Epworth Old Rectory and is not for general publication.

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# 1 Executive Summary

## Introduction

Right Angle Management was commissioned to deliver an Audience Development Plan in August 2007. This followed a structured process of research and consultation over a four month period.

Throughout this plan the term audience development at Epworth Old Rectory (EOR) was defined as the whole process of understanding and engaging with the people who come, or could potentially come, into contact with EOR, in order to increase visitor numbers, to a realistic and sustainable level, and improve the quality of the experience that visitors receive.

The following user groups were considered and consulted throughout the process:

### Direct Users

- Visitors; individuals, groups, educational users, community
- Remote visitors (those who want access to EOR but do not visit in person)

### Indirect Users

- Tour operators and organisers
- Local businesses
- Enthusiasts (of both religion and history in general)

### Stakeholders

- Volunteers
- Staff
- Trustees
- Public sector bodies
- Funding partners
- The Methodist Church

## Strategic Context

Key strategy areas that audience development at EOR would support are:

### National

- UK Government – DCMS
- Museums, Libraries and Archives – MLA
- English Heritage
- Arts Council England

### Regional

- Yorkshire Forward - Regional Economic Strategy
- Yorkshire Forward – Regional Sustainable Development Framework
- Yorkshire Culture – Regional Cultural Strategy
- Yorkshire Tourism Board – Tourism Marketing Strategy
- Arts Council, Yorkshire

### Sub-regional

- The Humber Sub-regional Investment Plan (SRIP)

## **Local**

- North Lincolnshire Council – Sustainable Community Strategy
- North Lincolnshire Council – Tourism Strategy

The rejection of The Isle of Axholme Renaissance Market Town Initiative by Epworth residents is a significant loss for EOR as it may now prove difficult to source future funding from Yorkshire Forward.

## **Background Information to Epworth Old Rectory**

Apart from the Tercentenary years for John Wesley (2003) and Charles Wesley (2006) visitor numbers to EOR have declined since 2001. Whilst EOR remains a significant landmark attraction for Methodists and religious visitors throughout the world, it is no longer enough to sustain the site.

Related local initiatives to this project include the current Heritage Lottery Fund bid by St Andrew's to develop the interior of the church and increase audience participation. Of particular relevance is the potential to develop a schools programme and a recent proposal to appoint a temporary education officer which could be a shared resource with EOR.

## **Primary Consultation**

Primary consultation was carried out with; current visitors, schools, community groups and local businesses, volunteers and locally based families.

### ***Current Visitor Profile:***

The average visitor to EOR is over 55 years of age, retired or semi retired, with a strong religious (Christian) interest or background. They do not tend to travel alone but do travel with friends or family or as part of a tour. Very few live in the immediate locality of Epworth and the majority live in the UK. They rarely have children or young people with them.

They are primarily first time visitors and are visiting EOR because of its significance as the childhood home of John and Charles Wesley and the birthplace of world Methodism. As such the place, the stories and anecdotes about the Wesley family are of most interest to them, and this is reflected in the current popularity of the guided tours and the personalised approach by staff and volunteers.

Whilst they currently view EOR in a very positive light these visitors welcome change. In particular they are keen to enhance their understanding of the Wesley household, and to improve their physical enjoyment and comfort at the site.

### ***Schools Consultation***

The consultation with schools showed that this is a potential market for EOR to explore. This is not only in terms of the numbers of trips and students that are taking part in school trips every year – there are 83 schools within North Lincolnshire alone - but also in the variety of different subject areas, directly linked to the curriculum at all stages, that EOR can provide. Although the perception of EOR across the schools was generally good several of the comments suggested a

need for improvements to the activities and facilities on offer. If changes were made it appears that an educational programme could be developed, either as a standalone venue or in partnership with other successful venues such as Gainsborough Old Hall, (which itself has a link with John Wesley), or related venues such as St Andrew's and Wesley Memorial Church.

### ***Community Consultation***

Consultation with community groups, organisations and local businesses, across a broad spectrum of ages was positive towards developments at EOR, with 85% of respondents stating they would use an improved EOR.

### ***Family Consultation***

The family consultation raised a number of issues which currently appear to exclude this market from the visitor base. Despite this both families included in the focus group were interested and enthusiastic about the Wesley family and their heritage, and were keen to find out more about the social history of the day. This interest was linked to the school curriculum which the parents were keen to support.

### ***Mature Adults Consultation***

The interest and enthusiasm shown by this group demonstrated the potential of this market to EOR. The University of the Third Age should become a target organisation for EOR. Communication should not be limited to local branches but should extend to branches all over the country, particularly if the Rectory is able to join forces with complementary attractions in the area.

Areas of concern raised by the group included; the need for greater publicity, improvements to access, pricing and value for money, the lack of activities for children and the need to bring more vibrancy and life to the house. The group had many ideas to help improve the experience at EOR.

## **Desk Research**

The Mintel 'Days Out, UK' Report highlighted the growth in the number of visits to UK attractions in 2006. It forecasts a rise of +17% in day visits to UK attractions by 2011.

Information from this report and the MORI research study 'Visitors to Museums and Galleries 2004' suggested that EOR should capitalise on a growing 45 to 54 age group, who are the most frequent visitors to museums, as well as the affluent ABC1 market.

### ***Trends in Methodism***

Although the UK Methodist Church is experiencing a long term decline, there is evidence to suggest that Methodism is growing as a denomination in many overseas countries, particularly Korea and Africa. The USA has the largest number of Methodists worldwide and despite only marginal growth should continue to be an important visitor group for EOR.

### ***Area Profile Reports***

Although there are some pockets of deprivation in the core 30 minute catchment area, Epworth is a relatively affluent market town at the heart of a rural area. The nature of the town and its hinterland is attractive to older people who are retired and semi-retired, as well as to secure

families. Both of these groups are predominantly white and of a Christian faith, although there are approximately 10,000 people (2.6%) from BME groups within the area.

## **Competitor Analysis**

### ***Audit of Visitor Attractions***

An audit of visitor attractions within the core 30 minute catchment area showed that although EOR could benefit from there being relatively few tourist attractions in the area, it may also suffer because it is not on a major tourist trail such as York or Lincoln. As a result EOR will have to work hard to proactively create tourist related initiatives to capitalise on this market.

### ***Comparator Venues***

Three comparator venues were analysed in detail for this plan. The key lessons learnt from these venues are:

- Review the print run and distribution of all marketing literature
- Take the time to develop effective partnerships, both at a strategic and operational level
- Develop group travel opportunities
- Add value to visits to increase the dwell time
- Create 'hands-on' activities for children
- Develop a tailored educational programme

## **The Vision**

A visioning workshop, to define a shared vision, was held with EOR Trustees as well as the two other consultancies involved in the Access Plan and the Building Conservation Plan. This defined the future vision for EOR as a place that:

1. Is **welcoming**; this relates to both the physical building as well as the personal welcome from staff and volunteers.
2. Has a **flexible** approach; the ability to recognise that a tailored approach is necessary to meet the different needs of visitor groups, such as appropriate pricing options, multi purpose space.
3. Enhances **knowledge** and **understanding**; work on different levels to develop knowledge in an appropriate way. This may include widening the remit to include the political, social, literary context of the Wesley era or it may include the introduction of interactive interpretations or a handling collection to engage school children.
4. Is financially **viable**; the need to create new income streams and opportunities for funding.
5. Has a clear point of **difference**; the need to develop clear selling points which may differ between visitor types.
6. Offers a memorable **experience**; create a place that is a talking point. It has a presence and delivers a real experience.

7. Develops a **partnership** approach; this works on different levels. EOR can invite community involvement by offering facilities. It can also develop links with other heritage attractions such as the newly re-developed English Heritage properties and the newly formed Area Tourism Partnership
8. Focuses on a **broader range of priority visitor groups**.

This group discussed the physical changes and improvements to the interior and exterior of the buildings and gardens at EOR in terms of:

- Improvements to the existing facilities
- Introduction of new facilities
- Improvements to interpretations
- Reallocation of existing space

## **Gap Analysis**

The gap analysis highlighted six categories of barriers to audience development at EOR as: Physical, organisational, cultural, intellectual, sensory and financial.

## **Objectives for Audience Development**

### *Quantitative Audience Objectives*

1. To increase overall visitor numbers from 5,000 to 15,000 per annum within three years following development.
2. To increase the numbers of school visits to 15 school visits (10 primary schools and 5 secondary school visits per annum) within three years following development.
3. To increase the number of people from hard to reach groups by 500 per annum overall within three years following development, and to ensure that each hard to reach group is represented within each year's audience figures.

### *Qualitative Audience Objectives*

1. To ensure that 75% of all visitors sampled score their visit as either 'Excellent' or 'Very Good' in the first year following development, and to increase this to 80% by the end of year three following development.
2. To ensure that any comments – favourable or otherwise are responded to by staff within 7 days of receipt and reviewed for action within one month.

## **Strategies for Audience Development**

In order to achieve the objectives set out above and to build a sustainable audience base at EOR a development strategy focusing on five distinct areas is proposed. These include:

- Identifying priority audiences
- Building awareness

- Engaging with the audience groups
- Recruiting new visitors
- Retaining visitors and increasing their spend

In order to develop commercial sustainability EOR should focus on five priority audience groups which include;

- Active retired people
- Families
- Schools
- Community Groups
- Religious Visitors

To achieve the vision for a fully inclusive museum which is accessible to all it will be important to engage with 'hard to reach' groups, particularly the low income and socially excluded group which has a higher representation within the core catchment area. The remaining hard to reach groups, although small in numbers, are nevertheless still present in the area and should be included in a development plan:

- Young people, aged 15 to 24
- Black and Minority Ethnic Groups (BMEs)
- Inactive elderly
- Disabled communities
- Low income and socially excluded communities

Finally, it will be important for EOR to target groups who are key influencers to visitor groups in general. In addition to the community group these include:

- The press
- Public sector organisations including funding bodies
- Travel Trade

## **Recommendations**

### ***Marketing Recommendations***

The ability to deliver the range of initiatives listed in section 12 will depend on available resources in terms of time and budget. Before starting any element of the marketing campaign EOR needs to be certain about the 'product' or museum experience it is developing, as well as the core markets it is targeting. Recommendations are divided into those initiatives that can be started in the pre-development phase, and those which should be undertaken in the first year post development.

It is very important to plan a marketing campaign to ensure that potential visitors are not encouraged to visit too early and that the 'new' museum is in place **before** initiatives to attract visitors are put in place.

Initiatives proposed for the pre-development phase focus on:

- Database development
- Partnership Building

- Print and website development
- Building an educational programme
- Advance direct mail
- Improved signage
- Media campaign
- Development of the Friends of EOR, UK and overseas

Initiatives proposed for the first year post development focus on:

- Partnership building
- Delivering an events programme
- Direct Mail
- Media campaigns
- Promotional activity
- Development of the Friends of EOR, UK and overseas
- Continuous evaluation

### ***Roles and Responsibilities***

It is not possible to realise the full potential of the audience development campaign at EOR without the full support of all trustees, staff, volunteers and stakeholders.

The nature of much of the work in the first two years is marketing and communications focussed and as such it is recommended that a Marketing Officer, or agency, with heritage experience is recruited on a project basis, part-time for two years. This role is likely to be supplemented with help from volunteers during events and busy times.

In addition to this the St Andrews audience development plan justifies the potential for developing school activities at the Wesley sites in Epworth. EOR would benefit from the services of an education officer as a shared resource on a part-time basis, although it is recognised that this is an area of expertise for the current curator who may like to assist with this if other areas of work (e.g. marketing) were no longer part of the remit.

Volunteers should be encouraged as an invaluable source of help in developing audiences at EOR. As well as delivering the popular guided tours, either on request or to pre-arranged groups, volunteer help will continue to be needed with front of house, catering, retail and event management functions. Nevertheless, it is also recommended that the role of a volunteer is clearly defined, and that support and training is extended to both paid staff and volunteers wherever necessary.

As a conduit to encouraging a wider visitor base EOR should actively encourage different types of people, who reflect the new audience groups – such as younger people or people from a non-religious background – to join the volunteer group.

### ***Conflict and Change Management***

Whatever the level of development the trustees decide to take it is important that it is sustainable from both a financial **and** organisational point of view. The level of change suggested in this plan will inevitably lead to some issues, both internally as well as externally between different audience groups.

To minimise internal organisational issues it is recommended that an internal communications strategy is put in place to establish and communicate new roles and structures, management processes and required standards of delivery.

At the same time it will be important to plan the timing of all marketing activity carefully to minimise potential conflict between differing audience groups. By considering the needs and profile of the visitor types it is possible to accommodate different groups not only at different times of year, but also more specifically on different days and times.

### ***Evaluation***

To understand the full impact of the redevelopment work in both the immediate aftermath, and over a period of time, an evaluation framework is proposed. This proposes measurement of:

- Visitor numbers
- Overall visitor satisfaction
- Website statistics
- Enquiries
- Revenue statistics
- The effectiveness of marketing promotions, including data capture

## **2 Introduction**

### **2.1 The Brief**

Right Angle Management was commissioned in March 2007 by the Trustees at Epworth Old Rectory (EOR), to deliver an audience development plan for Epworth Old Rectory. A full brief was issued in February 2007 and the time frame for delivery was the end of August 07 (final plan).

### **2.2 Definition of Audience Development**

Throughout this plan the term audience development at EOR was defined as the whole process of understanding and engaging with the people who come, or could potentially come, into contact with EOR, in order to increase visitor numbers, to a realistic and sustainable level, and improve the quality of the experience that visitors receive.

The Heritage Lottery Fund (HLF) outlines the main reasons for developing audiences as:

- A moral obligation to make sure that publicly funded services are of benefit to the public.
- National or local programmes to regenerate communities.
- A desire to help build a sense of identity in the local community.
- The need to supplement limited public funding with other sources of income.
- Competition from other leisure attractions.
- The desire to work with other organisations with similar aims at a local, regional or national level.

### **2.3 Approach**

As outlined in the following table a structured process of research and consultation was undertaken. It included both primary research (e.g. quantitative surveys, qualitative focus groups and telephone consultation) and secondary, desk based research. This aimed to understand the needs, motivations and expectations of those who are currently visiting EOR, those who are not visiting at all and those who have lapsed from visiting.

Throughout the plan the following types of user group were considered:

#### **Direct Users**

- Visitors; individuals, groups, educational users, community
- Remote visitors (ie. those who want access to EOR but do not visit in person)

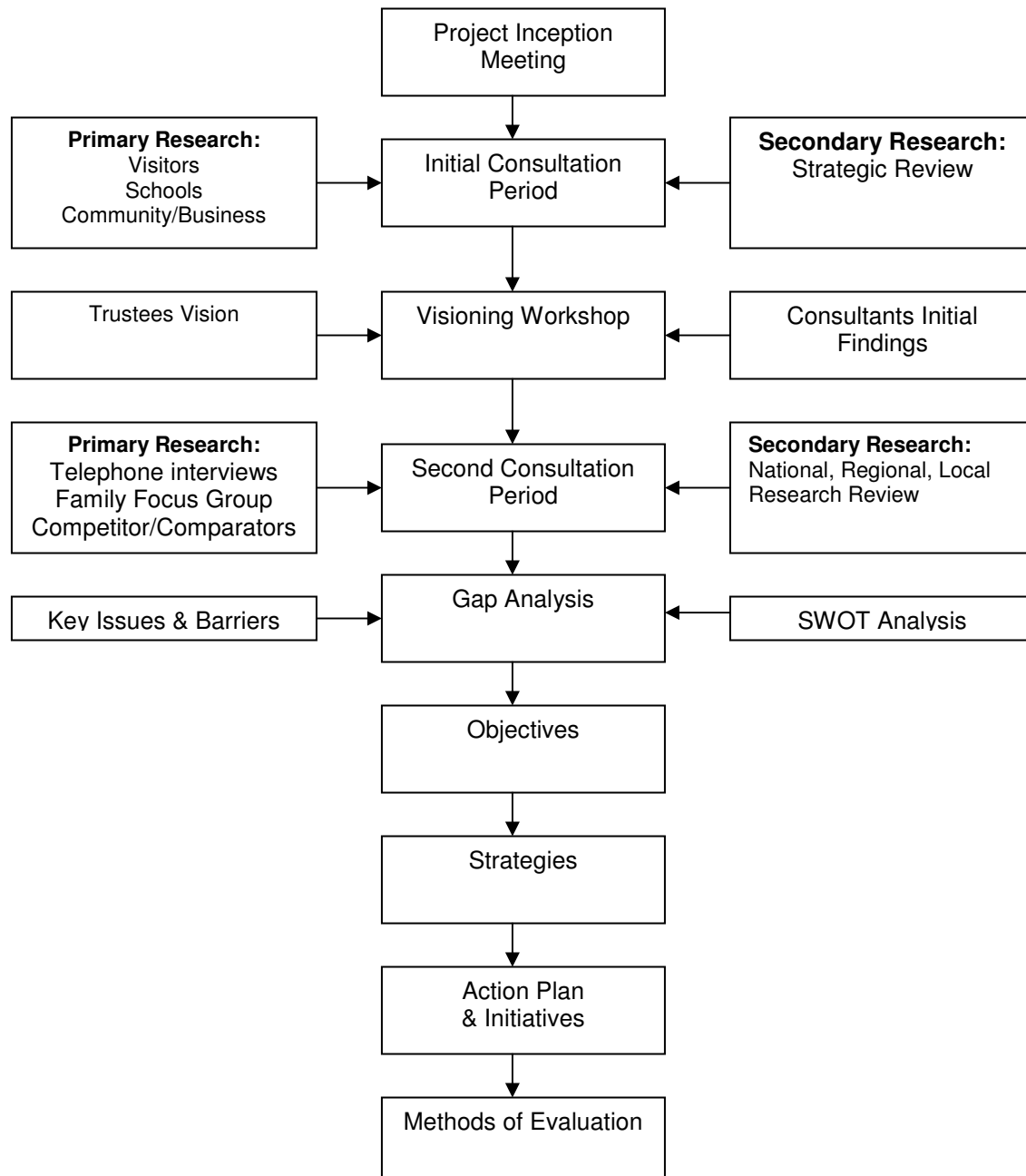
**Indirect Users**

- Tour operators and organisers
- Local businesses
- Enthusiasts (of both religion and history in general)

**Stakeholders**

- Volunteers
- Staff
- Trustees
- Public sector bodies
- Funding partners
- The Methodist Church

**Table 1.** Epworth Old Rectory Planning Process



## 3 Strategic Context

In recent years, understanding has grown, of the importance of culture and creative industries to the economic, social and environmental development of the UK. In 2004 The Department for Culture, Media and Sport (DCMS) published 'Culture at the Heart of Regeneration' stating that 'cultural and creative sectors are essential to rural economic diversification, with their potential to employ local people, attract tourism and harness traditional crafts and skills'.

The key strategy areas that development at Epworth Old Rectory would support are:

### **National**

- UK Government – DCMS
- Museums, Libraries and Archives – MLA
- English Heritage
- Arts Council England

### **Regional**

- Yorkshire Forward - Regional Economic Strategy
- Yorkshire Forward – Regional Sustainable Development Framework
- Yorkshire Culture – Regional Cultural Strategy
- Yorkshire Tourism Board – Tourism Marketing Strategy
- Arts Council, Yorkshire

### **Sub-regional**

- The Humber Sub-regional Investment Plan (SRIP)

### **Local**

- North Lincolnshire Council – Sustainable Community Strategy
- North Lincolnshire Council – Tourism Strategy
- The Isle of Axholme Renaissance Market Town Initiative (RMT)

## 3.1 National Context

### 3.1.1 Department for Culture, Media and Sport (DCMS)

The strategic aim of the DCMS is: 'To improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.'

The DCMS has five strategic priorities and associated Public Service Agreement (PSA) targets. These are:

**1. Children & Young People** - 'Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.' (PSA 2005-08 Increasing the take up of sporting opportunities for 5 to 16 year olds and stop the yearly increase in obesity among children under 1.)

**2. Communities** - 'Increase and broaden the impact of culture and sport, to enrich individual lives, strengthen communities and improve the places where people live, now

and for future generations.’ (PSA 2005-08 ‘Increase the take-up of cultural and sporting opportunities by people aged 16 and above from priority groups.’)

**3. Economy** - ‘Maximise the contribution which the tourism, creative and leisure industries can make to the Economy.’ (PSA 2005-08 ‘Improve the productivity of the tourism, creative and leisure industries.’)

**4. Modernising Delivery** - ‘Modernising delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities.’ (PSA 2005-08 ‘Achieve at least 2.5% efficiency savings on our Departmental Expenditure Limit in each year of SR04 (2005-08).’)

**5. Olympics** Host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

**The development of Epworth Old Rectory would actively contribute to DCMS Strategic Priorities 1, 2 and 3, and to the overall strategic aim.**

### **3.1.2 Museums, Libraries and Archives (MLA)**

The MLA works with regional agencies, such as MLA Yorkshire, to ‘improve people’s lives by building knowledge, supporting learning, inspiring creativity and celebrating identity’. Supported by the DCMS the overall strategic aims of the MLA are to:

1. Increase and sustain participation
2. Put museums, libraries and archives at the heart of national, regional and local life
3. Establish a world class sustainable sector and put it on the best footing for the future
4. Lead the sector in terms of strategy and policy development

In its strategic statement, ‘Inspiring creativity, celebrating identity’ the MLA sets out its corporate plan for 2007-2010. The focus is on two areas;

1. People and communities; recognising that museums, libraries and archives are ‘perfect’ places to build and sustain communities where people can live, learn, work and thrive.
2. Improvement and innovation; museums are no longer ‘passive repositories of the past’ but are now ‘catalysts for a new economic and creative age’.

The statement highlights the economic impact of the MLA sector, which attract visitors to Britain and contribute to a positive picture of the UK overseas:

‘Goods, services and industries driven by knowledge and creativity will define Britain’s competitive edge in the future. Our sector has been at the forefront of significant urban and social regeneration over the past 10 years’.

The overall targets for the MLA in 2007/8 are set out as:

- To increase museum visits overall by 2%
- To increase visits to museums by school children by 25%

- To increase visits from specific target groups by 350,000

In addition to these priorities development at EOR will enable MLA to achieve the following aims:

- Increase enjoyment and participation
- Contribute to increased levels of educational achievement
- Harness the potential for learning and access

### **3.1.3 English Heritage**

English Heritage is the Government's statutory adviser on the historic environment with the role of championing and caring for the historic environment. Its strategy 'Making the past part of our future' 2005-2010 outlines six main aims:

1. Help people to understand their historic environment.
2. Get the historic environment on other people's agendas
3. Enable and promote sustainable change to England's historic environment.
4. Help local communities care for their historic environment.
5. Stimulate and harness enthusiasm for England's historic environment.
6. Make the most effective use of assets in our care.

These aims contribute directly to the Government's objectives for:

- increasing access, educational opportunity and social inclusion in urban and rural areas
- improving community sustainability and the places where we live
- contributing to the national and regional economy
- improving public services

This strategy represents a 'reorientation of traditional English Heritage activities'. There is now a 'greater emphasis on access, customer service, partnership, speed of response, clarity of advice, consistency, flexibility, quality of experience, strategic engagement and commercial awareness'.

**Developments at EOR support all of the above aims at English Heritage.**

### **3.1.4 Arts Council England**

In 'Our Agenda for the Arts 2006-8', the Arts Council England states its ambition is to put the arts at the heart of national life and people at the heart of the arts, ensuring everyone in the country has the opportunity to develop a rich and varied artistic and creative life. They state their intention to ensure that more high quality work reaches a wider range of people – engaging them as both audience and participants. The six priorities are:

1. Taking part in the arts
2. Children and young people

3. The creative economy
4. Vibrant communities
5. Internationalism
6. Celebrating diversity

**Developments at EOR support all six priorities and help to fulfil the overall vision at the Arts Council.**

## **3.2 Regional Context**

### **3.2.1 Yorkshire Forward, Regional Economic Strategy**

The Regional Economic Strategy covers the period 2006-2015 and has three strategic aims:

1. Enhancing and releasing the potential of all Yorkshire and Humber's people to achieve a healthy and inclusive region.
2. Growing existing and new businesses to achieve sustainable economic growth and jobs.
3. Utilising the full potential of Yorkshire and Humber's physical and cultural assets, maximising resource efficiency and conserving and enhancing its environment to achieve an integrated, sustainable economy.

There are six objectives, four of which would be supported if EOR is developed as a more successful visitor attraction. These are:

1. **More businesses that last** – more start-ups, higher survival rates, better business support and more investment
2. **Competitive businesses** – more growth and success
3. **Skilled people benefiting business** – raising aspiration and achievement
4. **Stronger Cities, Towns and Rural Communities** – cities and towns, places that have a distinctive feel, a sense of buzz and that people love to live in ...people and businesses enjoy a quality of life that improves year by year

**Plans to broaden the appeal of Epworth Old Rectory and create facilities for the community would help to support local businesses, particularly those who benefit from the tourist trade. Plans to create community meeting and function facilities would also support local business and contribute to the quality of place and life in Epworth and North Lincolnshire. This in turn will help to attract and retain knowledge industries to the area.**

### 3.2.2 Yorkshire Forward, Regional Sustainable Development Framework (RSDF)

The RSDF defines and sets out a framework for sustainable living and what changes have to be made to achieve this in the region. One of the 15 aims of the Framework is 'making culture, leisure and recreation opportunities available to all'.

**EOR is already a cultural and recreational attraction for a niche, religious market. By extending its facilities and broadening its offer, it would help to meet the aims of the RSDF by making it accessible to a wider group of people, particularly the local community where recreational facilities are currently limited.**

### 3.2.3 Yorkshire Culture, Regional Cultural Strategy

'Culture is a key driver of the new economy, and as we re-shape the region's industrial base to meet the challenges of that new world, we need to bring culture to the heart of decision-making and ensure that all our efforts are working together towards clear shared objectives.'

Clive W Leach CBE, Chair, Yorkshire Cultural Consortium

Yorkshire Culture, the regional consortium set up to promote the region's culture has aspirations that by 2010:

- Everyone in the region leads a rich, diverse and fulfilling cultural life, with a strong sense of community and a healthy lifestyle.
- That culture and the creative industries make a substantial contribution to a thriving regional economy.
- That all barriers to participation in the region's culture are removed, whether due to geography, education, background, ability or income.
- That the distinctive, diverse, world class culture of Yorkshire and the Humber holds its rightful place in Britain, Europe and the World.
- That local, regional, national and European resources are maximised to provide excellent, accessible, well-used cultural services and facilities.

Five enabling priorities are identified in the 'Cultural Statement' and objectives detailed in the Action Plan:

#### **Continuity in development**

- Supporting business growth through investment and services
- Relevant, accessible training and development
- Education and Lifelong Learning
- Volunteer encouragement and support

#### **Opportunity**

- Attracting and developing cultural facilities
- Encouraging quality building design

- Ensuring excellence of experience for residents and visitors
- Access, removing exclusions
- Making everyone aware of the benefits and ensuring a voice for all in key decision-making
- Ensuring a fair slice of national funding and equitable funding distribution

#### **Social and Economic Change**

- Capitalise on culture as a catalyst for change

#### **Sustainability**

- Establish principles and ensure the historic environment is understood, appreciated, enhanced and sustainability used
- Support cultural facilities and services to preserve for the future

#### **Understanding**

- Research, monitor and evaluate

**Developing Epworth Old Rectory would provide outcomes supporting all of these objectives. Access and participation will be increased with benefits to the economy, cultural tourism, health and education.**

### **3.2.4 Yorkshire Tourist Board, Tourist Marketing Strategy**

Yorkshire Tourist Board (YTB) represents and co-ordinates the regional tourism industry to develop a quality, sustainable product and enables marketing of the region. However, strategic development of regional tourism resides with Yorkshire Forward and at grass roots level arts venues have a key role to play in delivering the cultural tourism product.

Bold Vision, Bright Future, Tourism Marketing Strategy for Yorkshire 2006-2010, identifies the goal of increasing the value of tourism earnings in Yorkshire and Humber by 5% per annum from £4.2 billion in 2003 to £5.9 billion by 2010.

The leisure tourism market segments identified are:

- Affluent short-break takers from London, South East and the Midlands
- Day visitors and affluent short-break takers from within the Yorkshire region
- Core European markets and profitable international markets with potential for growth, e.g. USA, Australasia
- Emerging international markets e.g. China, India and Eastern Europe
- Special interest markets - wherever there is potential to generate a high return on investment

**As one of the main landmarks in the history of World Methodism, and the proximity to other heritage sites such as St Andrew's Church and Wesley Memorial Church, the total**

experience of the Epworth Old Rectory has the potential to contribute significantly to the achievement of YTB's leisure tourism objectives.

### **3.2.5 Arts Council England, Yorkshire Region**

Arts Council, Yorkshire (ACEY) aims to 'place the arts at the centre of the region, reflecting and promoting Yorkshire's rich and diverse cultural and artistic identity.'

**The goals which Epworth Old Rectory *could* support, particularly if it was to develop the music link with Charles Wesley, or the outdoor performance space, are listed below:**

- the arts are at the heart of social and economic revival
- we are renowned for our strong national and international reputation for flagship arts provision in theatre, literature, music, festivals, dance and sculpture
- those living in rural areas have access to high quality arts
- the media arts and literature sectors flourish
- we invest in the next generation of artists and audiences by increasing opportunities for young people to engage with the arts
- talented artists live, work and thrive

## **3.3 Sub Regional Context**

The Humber sub-region includes North Lincolnshire, North East Lincolnshire and Hull and East Riding.

### **3.3.1 The Humber Sub Regional Investment Plan**

The Humber Economic Development Action Plan summarises the investment plans for the Humber sub-region. It estimates the total Yorkshire Forward resources to be deployed in the sub-region at £201m over the period 2004-9.<sup>1</sup>

It identifies three priority delivery themes Humber Trade Zone, Business and Renaissance and four key influencing themes Sustainability, Learning, Economic Inclusion & Diversity, Creativity, Innovation & Technology.

The Renaissance theme in the Humber covers rural, urban and coastal activity and aims to optimise the interrelationship of each. Common elements include: better ways of doing business; improving the public realm and the built environment generally; 'softer' skills measures; tourism; cultural industries and the re-creation and development of economic and socially sustainable neighbourhoods, connecting people to opportunities.

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<sup>1</sup> Humber Economic Development Action Plan 2004-9 Vol.1,2,3 Humber Forum

Rural Renaissance is about improving economic, social and environmental conditions in small towns, villages and the countryside. Market towns are hubs for services and economic activities in rural areas. Their continued wellbeing and - where necessary - regeneration is vital. Due to major changes in agricultural subsidies from the European Commission and UK Government, fundamental changes in the agricultural industry, the changes and the impact of foot-and mouth, and a lower level of employment in the industry, there is an increasing need to diversify and modernise in order to ensure the future viability of the land-based sector. Central themes of the Rural Action Plan are 'Continuing improvement of all small towns as the hubs of rural life' and 'Modernisation and sustainability of the land-based and small business sector, including rural tourism'.

The plan also identifies £4m of Yorkshire Forward resources for the Isle of Axholme renaissance market town project. In addition, the most up to date published version of the Sub-Regional Investment Plan (SRIP), 'Humber SRIP May 2007' includes the Isle of Axholme renaissance market town development as an endorsed project for support .

**The development at Epworth Old Rectory clearly supports the Rural Renaissance theme as well as contributing to the influencing themes.**

### **3.4 Local Context**

#### **3.4.1 North Lincolnshire Sustainable Community Strategy 2006**

The Sustainable Community Strategy for North Lincolnshire, 'Many faces, one community' outlines the four shared ambitions to be delivered by the North Lincolnshire Strategic Partnership as: -

1. A thriving area
2. Communities that are confident and caring
3. Individuals who can see the difference
4. Everyone working together for the benefit of the area

**Development at Epworth Old Rectory would support all of the above ambitions. However, specific priorities which would support development are indicated below:**

##### **A Thriving Community:**

Create a strong identity for the area, promoting the area in order to attract more investors and tourists.

##### **A Confident and Caring Community:**

Improve the quality of our local environment by creating cleaner, safer and greener public spaces which are healthy, attractive and promote a sense of pride.

##### **Individuals**

Develop opportunities for active leisure and recreation

## **Working for the benefit of the Area**

Developing a shared identity

Re-engaging communities

### **3.4.2 The North Lincolnshire Tourism Strategy, 2004-2007**

This strategy recognises that tourism makes a significant contribution to the local economy in terms of jobs and visitor spend. Tourism in this area supports 6.1% of the total workforce in Yorkshire and North Lincolnshire.

The aim of the Tourism team is to reposition North Lincolnshire as a quality short break and day visit destination, which focuses on; the natural environment, the arts, culture and heritage. This will be achieved by:

- Developing the North Lincolnshire brand
- Investing in products and experiences to attract high value visitors. **This will include working with and encouraging existing attractions, of which EOR is one such attraction, to develop new facilities.**
- Training the workforce
- Grasping opportunities that have a major impact
- Ensuring accessibility
- Delivering what we promise
- Measuring performance

**In addition to the points outlined above, plans to develop audiences at Epworth Old Rectory *may* also be supported by three further local strategies, such as**

The strategy of the Leisure Services department which aims to encourage more people to participate in 'cultural, recreational and other community based activities'.

'Active Choices, Active Futures' aims to increase participation in sport and active recreation.

The Play Strategy which is designed to help improve the quality and quantity of play provision in the area.

It is the ability of EOR to broaden its offer in order to increase accessibility to the wider community that will ensure it is able to meet the aims of the North Lincolnshire Tourism Strategy.

### **3.4.3 The Isle of Axholme Renaissance Market Town Initiative (RMT)**

In July 2003 the Isle of Axholme, focussed primarily on the market towns of Crowle and Epworth, was successful in achieving RMT status from Yorkshire Forward. This is awarded to rural towns which are considered to show potential to realise economic, social and environmental

improvements. A lead consultant, Spawforth Associates, was appointed to the programme and a development framework (including business and delivery plans) was drawn up. This occurred in full consultation with the town team, made up of local people who had an interest in creating and delivering the plan.

Following strong opposition to the plan by a group called the Epworth Residents Action Group (ERAG), a MORI Poll was commissioned by Yorkshire Forward in early 2007 to seek the views of 1743 households in Epworth. By a narrow margin this resulted in the rejection of all the projects in Epworth, although projects in Crowle are continuing within the Isle of Axholme RMT programme.

One of the 18 projects in the Epworth side of the RMT programme was 'to redevelop the Rectory to incorporate a house and centre which would appeal to all visitors'.<sup>2</sup>

**The fact that Epworth residents have rejected the RMT process is a significant loss for EOR as it may now prove difficult for EOR to secure future funding from Yorkshire Forward, which could have provided a useful source of match funding to support the HLF bid.**

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<sup>2</sup> Isle of Axholme Renaissance Market Town Delivery Plan

## 4 Background Information on Epworth Old Rectory

### 4.1 History and Purpose of the Site

EOR was originally the home of Samuel Wesley, father of John and Charles Wesley and the Rector at St Andrews, Epworth. The house was built in 1709 as a result of a fire which destroyed the original building. The current house remained a home for the rectors of Epworth until 1954 when it was purchased by the Methodist Church of Great Britain.

Today, EOR is a registered museum which is presented as the childhood home of John and Charles Wesley. Its purpose, outlined in the constitution of EOR, is to preserve, record and exhibit the material heritage of John Wesley, his family and Methodism, so as to inspire present and future generations.

The Methodist Church of Great Britain still retains the ownership of the Rectory and manages the site through a board of 22 trustees. The trustees include representatives from the World Methodist Council as a result of a commitment in the 1950s that the Rectory would operate within the charitable remit of the World Methodist Council. Despite many attempts to develop the site throughout 1970 to 1990, and plans for a visitor's centre in 2000, all previous attempts have been abandoned.

#### ***Annual Visitor Numbers***

With the exception of 2003 and 2006 (the Tercentenary years of John and Charles Wesley) the following table shows a gradual decline in visitors to EOR since 2001. Nevertheless, the upturn in visitor numbers during these two years does indicate that it is possible to increase numbers of visitors from the current level.

**Table 2. Annual Visitor Numbers at Epworth Old Rectory: 2001 to 2006**

	2001	2002	2003	2004	2005	2006
Total No	5445	4688	11953	4397	3433	3910

Source: Epworth Old Rectory

Whilst EOR remains a significant landmark for Methodists and religious visitors throughout the world this market is no longer enough to sustain the site. As a result staff and trustees realise that in order to survive, EOR must broaden its appeal and create a sustainable visitor experience which is relevant to a wider range of visitor groups, in addition to the existing Methodist sector who will continue to be an important market.

For this reason the trustees have decided to embark on another development programme and have secured a project planning grant from the Heritage Lottery Fund in order to commission this audience development plan. At the same time an access plan has also been commissioned from Jane Toplis Associates and a building conservation plan from Lindsay Archaeological Services. Both consultancies have been consulted in the audience development process.

## 4.2 Current Management Structure

The board of 22 trustees manage EOR on behalf of the Methodist Church of Great Britain. Of these 14 are based in the UK and three are international. Within the board two sub-committees are currently active and have the following remit:

A **Housekeeping Committee**, responsible for the day to day management of the house.

A **Development Committee**, to manage the project planning and development programme.

A third committee, responsible for the **fundraising campaign**, has also been established recently.

The curator of EOR is the only full time paid member of staff and reports to an appointed trustee. The curator is responsible for managing a gardener (part-time), two cleaners (part-time) and an administration assistant (part-time, temporary). In addition to this the curator manages a team of approximately 70 dedicated and loyal volunteers who help throughout the house and by giving personalised guided tours to all visitors.

Working alongside the curator and the trustees is the Project Coordinator, who is managing the project planning process on a part-time basis on behalf of the Development Committee. The Trustees are also supported by the Museums Development Officer for Humberside.

### ***Opening Times***

The Old Rectory is open for eight months of the year (March to October inclusive). The opening hours change during these months. In May to September it is open from 10am to 4.30pm (Monday to Saturday) and from 2pm to 4.30pm (Sundays). In the shoulder months of March, April and October it is open from 10am to 12.30pm (Monday to Saturday) and from 2pm to 4.30pm (all week).

The opening times were reviewed by the Trustees following analysis of visitor numbers in 2005. This showed that:

- Afternoons were more popular visiting times than mornings
- The most popular days of the week (in order) were; Saturday, Thursday and Friday
- The least popular days for visiting were Sundays and Wednesdays.
- The most popular time of day to visit was between 2pm to 3pm, followed by 11am to 12 noon.
- Very few people visited after 4pm in the afternoon.

## 4.3 Current Marketing at Epworth Old Rectory

Marketing activity is currently managed by the curator. Although there is no 'official' marketing budget the current marketing spend is estimated at £2000. This covers the print of leaflets and newsletters, local advertising and membership of North Lincolnshire Tourism. At the time of writing the EOR website was in development, which this year is expected to cost a further £1200.

The primary method of marketing is a printed leaflet [DL format/print run 20,000]. This is written in house and professionally designed. It is distributed locally by staff and volunteers to all major attractions and tourist information centres. Follow up calls are made to ensure a continued supply. A professional distribution company has been considered in the past but this has not been followed up due to the cost and the geographical location of EOR at the cross roads of so many different distribution areas.

EOR is a member of North Lincolnshire Tourism and as a result the Tourism office assists the promotion of EOR via:

- A tourism Leaflet 'Epworth and the Isle of Axholme' [DL/12 pages] to promote the Wesley trail and other attractions in the area.
- Inclusion on the North Lincolnshire website
- Distribution of EOR leaflets to accommodation providers

EOR is also promoted by Lincolnshire Tourism on the Visit Lincolnshire website and EOR pays for an advertisement in 'Lincolnshire Gardens'.

Additional in-house marketing initiatives include:

- A basic website giving limited information on the site. This is currently in development.
- A garden leaflet [A5 format/4 pages]. A photocopied sheet with a list and plan of the plants in the Physic Garden.
- A leaflet to promote the Friends membership scheme. This is an area that the curator and trustees are currently trying to develop from a low base of c. 60 members.
- Ad hoc public relations, primarily with local newspapers, as well as 'The Methodist Recorder' to promote events

Additional external marketing activities include:

- A good working relationship with St Andrews and Wesley Memorial Churches for the practical organisation of group tours and bookings.
- Inclusion on The Pilgrim Fathers website; free of charge
- A free weekly advertisement in the Yorkshire Post (weekend Gardens supplement). This has been very successful and has had a number of responses.
- A 'Festival 300' leaflet produced by the Arts Development officer and funded by the Heritage Lottery Fund. This is an ad hoc publication to promote the Tercentenary of Charles Wesley.

## 4.4 Related Local Initiatives

### *St Andrews Church, Epworth*

St Andrews is a 12<sup>th</sup> century, Anglican parish church (congregation of c.60 people) which is a short walk away from the Old Rectory. As the church where Samuel Wesley was rector it is one of the three main sites on the Wesley trail in Epworth.

Since 1999 St Andrew's has been awarded Heritage Lottery funding towards three phases of restoration, which is partially completed, primarily to the external fabric of the building. It is currently seeking further funding from HLF in order to complete a fourth phase to develop and re-organise the interior of the church. Pending a successful application this is planned to start in summer 2009 and finish in 2012. It will involve:

- Upgrading and improving toilet facilities
- Developing a new bell ringer's gallery
- Removing fixed pews in favour of flexible seating
- Introducing new heating, lighting and sound amplification systems
- Improving visual interpretations on the site
- Improving disabled access, and car-parking

Although St Andrew's is, and will remain, a place of worship, it is keen to make these improvements in order to develop its own visitors and user groups. In Autumn 2006 Zebra Square Consultancy, based in Ilkley, West Yorkshire was commissioned to write an audience development plan for St Andrews. In this plan it was recommended that St Andrews attract the following audiences:

- Religious visitors (and an increased congregation)
- Young people
- The local community

**Of particular relevance to EOR is the recommendation to develop a schools programme for St Andrews and the proposal to appoint a temporary education officer, which could be a resource that is shared with EOR. By creating a more flexible internal space it is also anticipated that St Andrews could be developed as a performing arts venue for the community.**

## 5 Primary Consultation

In April 2007 three surveys; visitors, schools and community, were conducted to ascertain an accurate and up-to-date visitor profile at EOR

### 5.1 Current Visitors to EOR

The visitor questionnaire was handed out to visitors during a six week period in April/May 2007. This period incorporated one of the busiest periods for the Rectory, the Easter weekend as well as the May Day bank holiday.

In order to ensure that a balance of opinion was sourced, just over half the questionnaires were completed by casual visitors (56%) and the rest by those on an organised tour (44%). A limit of 10 questionnaires per tour group was also established.

Visitors were asked to complete 22 questions in four main categories;

- Profile Information; age, gender, economic activity
- Travel arrangements
- The visitor experience
- Ideas for the future

In total 212 questionnaires were completed within the time-frame, and a full list of results is included in the appendix 3. The summary is as follows: -

#### *Visitor Profile*

The survey showed that there is an **equal split between male and female visitors**.

A large majority of visitors (71%) are over 45 years and 45% are between **56 to 75 years of age**. Only 6% of the visitors included in the survey were under 30 years of age. A total of 15 children (under 18 years) participated in the survey. All of these were in fact school age children, with two thirds of primary school age.

A large majority of visitors have a **Christian background** (90%) of which 54% are Methodists. Only 3% of those in the survey specified 'Other Religion', whereas 6% said they had no religion at all.

10% of respondents stated that they had a **registered disability**. Out of these, 13 respondents said they could only walk short distances, whilst 7 respondents (3.3% of the total) said they were hearing impaired. One respondent stated they were blind or partially sighted and there were no wheelchair users during the period.

Almost half of the sample stated that they were **retired or semi-retired** whereas almost 40% were working and 10% were attending school or college. The remaining 3% were either looking after children at home, or unemployed.

Although 36% of respondents said they lived within an hours drive, very few visitors live within Epworth or the immediate locality (5%). Almost 50% of visitors live elsewhere in Britain and there is a relatively high proportion of international visitors (22%).

### ***Travelling Arrangements***

Nearly all respondents thought it was easy to find the Rectory and travelled to EOR by car or coach. This is primarily because almost half the sample came to EOR as part of an organised tour and did not have to consider directions or parking. The rest were accompanied either by friends (25%) or adult family members (23%). Relatively few came alone or were accompanied by children. None of the visitors used public transport (train or bus) and only two people came on foot or bicycle.

### ***Visitor Experience***

A large proportion of visitors heard about EOR through a religious group (40%) whereas 21% came as a result of a recommendation and a further 20% as a result of local knowledge. The latter is high considering the low number of people who said they lived within the immediate area. It may suggest that there is a wider knowledge and awareness of the Old Rectory within certain visitor groups.

Repeat visits and loyalty to EOR as a visitor attraction are currently very low, with only 2% saying they had visited many times and 15% saying they had visited more than once. The vast majority said they were visiting for the first time. Despite this low repeat figure it is interesting to note from the response to a later question, that 43% of those surveyed say they will visit again with a further 47% saying they 'may' visit again. Only 3% say they definitely won't visit again.

The experience at EOR for those who are currently visiting has many positive aspects.

An overwhelming 99% said they felt welcomed by staff at EOR and 97% said they felt it offered value for money as an attraction.

The guided tour, which is currently offered to all visitors is also extremely popular. 85% of respondents scored the tour as 'Very interesting, just the right length' and 84% said they would choose a guided tour over touring around on their own. A further 5% felt the tour was too short and would have liked a longer tour whereas only 8% (17 respondents) said it did not hold their interest.

The most popular areas of the visit were listed in order of popularity as:

The guided tour	(65%)
Wesley artefacts	(36%)
The building/architecture	(35%)
Susannah's Kitchen	(23%)
Physic Garden	(18%)

### ***Ideas for the Future by Current Users***

In spite of this positive feedback respondents were also very clear about the areas they disliked, and there were a large number of suggestions as to how EOR may improve its offer in the future.

The areas that were disliked the most were listed as:

No cafe/restaurant	(21%)
Limited access to displays	(7%)
Parking	(3%)
The shop	(3%)

The areas where visitors said they would like to see more are:

Wesley Household and family	(31%)
Early Methodism	(26%)
History of EOR and its site	(19%)
Conservation of building and contents	(14%)

Question 21 of the visitor survey asked respondents to tick up to 3 ideas or facilities (out of 15 choices) that EOR would most benefit from. This question elicited a high number of responses (428 in total) from 212 people. In order of popularity the results are as follows:

<b>Facility</b>	<b>No of Responses</b>
Cafe – drinks and snacks only	87
Historic re-enactments in costume	51
Audio visual/pcs	=40
Quiet room for contemplation/prayer	=40
Events (lectures)	=32
Improved car parking	=32
Larger shop	20
Improved access to the building	28
Restaurant – light meals	21
Community or school facilities	20
Childrens' events	12
Childrens' play areas	10
Language translations	9
Improvements to the gardens	5

In addition to this list the final question of the survey asked for 'other ideas that would help your visit to EOR'. This was an open question without any prompts to choose from. Again, the question elicited a large response of 52 suggestions. Ideas that are not included or mentioned above include:

- The sale of herbs and plants
- Links with other Wesley sites
- Time to look around after the tour
- Hymns playing in period style

Improved signage to Epworth  
A greenhouse or summerhouse  
A visitor centre  
Period toys  
Guides in period costume  
Buy replicas of the teapots

The above suggestions are an interesting guide to current opinion and the sheer number of responses in the majority of categories clearly indicates a desire for change. Nevertheless, it is important to remember that this is feedback from the visitor profile as it stands at the moment. It does not necessarily represent the views of other visitor groups that the Old Rectory may want to target in the future.

### ***Summary of Visitor profile***

**The average visitor to EOR is over 55 years of age, retired or semi retired, with a strong religious (Christian) interest or background. They do not tend to travel alone but do travel with friends or family or as part of a tour. Very few live in the immediate locality of Epworth and the majority to live in the UK. They rarely have children or young people with them.**

**They are primarily first time visitors and are visiting EOR because of its significance as the childhood home of John Wesley and the birth of World Methodism. As such the place, the stories and anecdotes about the Wesley family are of most interest to them, and this is reflected in the current popularity of the guided tours and the personalised approach by staff and volunteers.**

**Whilst they currently view EOR in a very positive light they also welcome change. In particular they are keen to enhance their understanding of the Wesley household, and to improve their physical enjoyment and comfort at the site.**

## 5.2 Schools Questionnaire

The schools questionnaire was circulated to four primary schools, four secondary schools and a special school over a six week period in May 2007.

In order to ensure that a balance of opinion was sourced, a mixture of schools was included - primary, secondary and special. At least one of each primary and secondary schools consulted were based within the immediate locality.

Schools were asked to complete 17 questions in two main categories;

- Type of school and trips taken
- The school visitor experience and ideas for the future

In total seven questionnaires were completed and returned within the time-frame, and the summary is as follows: -

### ***Type of School and Trips Taken***

The completed questionnaires were from five schools, one special school, two secondary schools and two primary schools. Only one school, primary, had a religious link.

The following table shows a summary of the types and format of school trips currently undertaken:

	<b>Primary</b>	<b>Secondary</b>	<b>Special</b>
<b>Total no. of trips per year per venue</b>	10	20-30/lots/several	2
<b>No. of students per trip</b>	30	40-70	11
<b>No. months planning</b>	0.5-1 term	2months-year	0.5 term
<b>Drive time</b>	1-1.5hrs	2hrs/anywhere/closer the better	Up to 1 hr

Given that there are 83 schools within North Lincolnshire alone, (including 46 primary schools, 14 secondary schools, 10 junior schools, 11 infant schools and 2 special schools)<sup>3</sup> if this trip pattern was replicated across the primary and secondary schools in the area, there would be a total of 810 trips taking place each year, with a total of 27,800 students taking part in trips. Even a small percentage of this market could potentially provide a substantial number of student visitors to EOR. It is interesting to consider this in view of the fact that Gainsborough Old Hall state they had 8,166 school children visiting in 2005. At £2.00 per head (for children within Lincolnshire, £3.00 for those outside the area) this adds £16,332 revenue each year.

Museum and heritage attractions listed by the schools as having been attended in the last year were; The Deep (2 schools), The Yorkshire Sculpture park, The National Gallery, Magna, Normanby Hall, Elsham Hall, Lincoln Cathedral, Grimsby Fishing Heritage, Whitby Abbey, Gainsborough Old Hall, Castle Howard, Epworth Old Rectory and Scunthorpe!

<sup>3</sup> St Andrews Audience Development Plan, page 42; section 6.7

This indicates that a whole variety of visitor attractions are being used by schools, many of which are comprehensive 'destinations' in their own right. Although EOR cannot be expected to improve on the offer provided by these places, it does indicate the level of competition it faces in the market. Consequently EOR, like the comparator venues in section 7.2, will have to find its own selling points to the education market to make it a preferred, 'easy' choice for teachers and educational users.

### ***The School Visitor Experience and Ideas for the Future***

Two of the primary schools and one of the secondary schools have visited EOR. One secondary school teacher reported not having considered a trip to EOR as she was new to the school. The teacher at the special school said that EOR was planned for a trip as part of the RE curriculum, but no staff had taken up the offer.

Of those that had visited, their assessment of the trip was:

- Secondary (two teachers from the same school) – 'Excellent' and 'Good'
- Primary- 'Don't know' and 'Good', but 'need more to do during the visit' as well as cross curricular links to other areas in Epworth.

Of those that had visited EOR, the price they considered suitable for a visit of this type was £1, £1.50 and £2 per head. Those that had not visited EOR thought a suitable price was slightly higher at between £2 and £5.

The following tables summarise the subjects/activities that teachers considered either essential at EOR or interesting (but non-essential) ideas.

<b>Table 3: Essential to Provide</b>				
	Primary	Secondary	Special	Total
<b>For KS1 Teachers</b>				
Cross curricular	YY			2
RE	Y	Y	Y	3
PSHE/Citizenship				
Literacy				
<b>For KS2 and KS3 teachers</b>				
Citizenship/PSHE	Y			1
History	Y	YY		3
Science				
RE	Y	YYYY	Y	6
<b>For KS4 Teachers</b>				
Citizenship		Y		1
<b>For All Teachers</b>				
Teaching/lunch rooms	YY	YYY		5
Disabled access	Y	YY		3
Audio-visual facilities		YYY		3
PC/internet access		Y		1
Downloadable Resources	Y	Y		2
A shop		YYY		3
Improved car parking				
Children's play areas				
Events (theatre, historical)		YY		2

NB: Two of the secondary school teachers specialised in RE!

The above table shows that most of the general facilities listed are considered essential, particularly by secondary schools (exceptions being improved car-parking and play areas).

<b>Table 4: Interesting Idea (but not essential)</b>				
	Primary	Secondary	Special	Total
<b>For KS1 Teachers</b>				
Cross curricular		Y	Y	3
RE	Y			1
PSHE/Citizenship	Y	Y		2
Literacy	Y	Y		2
<b>For KS2 and KS3 teachers</b>				
Citizenship/PSHE	Y	YYY		4
History	Y			1
Science	Y	YY		3
RE	Y			1
<b>For KS4 Teachers</b>				
Citizenship		Y		1
<b>For All Teachers</b>				
Teaching/lunch rooms		Y		1
Disabled access				
Audio-visual facilities	YY		Y	3
PC/internet access	Y	Y		2
Resources to download			Y	1
A shop	Y	Y		2
Improved car parking	Y	YY		3
Children's play areas	Y	Y		2
Children/student events (theatre/historical re-enactments)	YY	Y		3

This table shows that there is a strong interest in development of wider curriculum opportunities and that those teachers that did not mark all the general facilities as essential, did mark them as desirable.

### ***Future School Trips to EOR***

When asked whether they would arrange future trips to EOR (with all their suggested improvements having been made), their responses were as follows:

- Primary Schools: Yes, one trip per year
- Secondary Schools: two teachers answered 'possibly' and two answered 'yes' (one with the proviso that students hadn't all been whilst at primary school).
- Special: Possibly

Of the secondary school teachers, one said they would bring 180 students, one said they would do two trips per year (and a teacher from the same school said possibly one trip per year), one teacher said possibly four trips a year.

Exploring the options for joint trips, one teacher said they would not be interested, three said possibly and three said 'yes' they would be interested. Of those that were interested or possibly interested, the attractions they said may form part of a joint visit with EOR were:

Other churches (5), Trolley Bus Museum (1), Normanby Hall (2), Gainsborough Old Hall (2), North Lincolnshire Museum (1), Elsham Hall (1)

Three teachers provided additional ideas for increasing usage of EOR by schools:

- Cross curricular trails linked to other part of Epworth (maths or nature or famous person trails)

- A local conference room (20 people)
- An outreach programme

The consultation with schools showed that this is a potential market for EOR to explore. This is not only in terms of the numbers of trips and students that are taking part in school trips every year, but also in the variety of different subject areas, directly linked to the curriculum at all stages, that EOR can provide. Although the perception of EOR across the schools was generally good several of the comments suggested a 'need for more to do' and for improvements to the activities and facilities on offer. If changes were made it appears that an educational programme could be developed, either as a standalone venue or in partnership with other successful venues such as Gainsborough Old Hall, or related venues such as St Andrew's and Wesley Memorial Church.

### 5.3 Community Questionnaire

Consultation with a variety of different community groups, organisations and businesses was organised via a separate printed questionnaire throughout May to July 2007. It was handed out personally by EOR trustees.

17 questionnaires were completed and returned and the split of respondents included; seven community groups, eight businesses (of which three were tourist dependant) and two places of worship. A full list of consultees is included in appendix 2.

Between the community groups and places of worship, over 450 regular attenders/members were represented.

The age ranges represented by the community groups and places of worship were as follows:

Age Range	No. of groups represented
Under 2	0
2 to 5	2
6 to 11	1
12 to 17	1
31 to 45	2
46 to 55	3
56 to 75	7
Over 75	0

Whilst most age ranges are represented, there is a weight of representation at the middle to older ages, particularly the 56 to 75 group. This reflects the Area Profile information discussed in section 6.2.3.

#### *The usage of EOR*

	No. of Community Groups	No. of Businesses	No. of Places of Worship	Totals
Current users of EOR	2	4	1	7
Used a long time ago	2			2
Never used	3	4	1	8

Nearly 60% of organisations have never used or used EOR a long time ago.

Of the businesses surveyed four (half) mentioned that they recommended EOR as a visitor attraction and three that it brings them trade.

Of community organisations and places of worship, four (nearly half) mentioned that EOR is a place for events and two that they recommended it as a visitor attraction and one that it brought trade.

Of the tourist dependant businesses (three), their assessment of their percentage trade derived from EOR visitors varied from less than 10% to 11 to 25% and highest of all 26% to 50%.

Even two of the non tourist dependant businesses said that they derive, in one case less than 10% and in the other 11 to 25% of their business from EOR visitors.

Of particular note is that the two places of worship said that they rely on EOR visitors for 26 to 50% and over 50% of their 'business'.

### ***Future Usage of EOR***

#### **Businesses Responses**

	Responses	Breakdown of Responses		
		Current EOR user	Used EOR in the past	Never Used EOR
Would like to use EOR more frequently?				
Yes	3	2		1
No	3	1		2
No clear answer	2	1		1

There is an even split between those businesses that would like to use EOR more frequently and those who would not. Interestingly, the current users are split between whether they would like to use EOR more too.

However, of the three 'nos', all have gone on to recommend improvements, two then saying they would then use EOR. Similarly, one of those who chose not to answer the more frequent use question also went on to recommend improvements that would make them start to use EOR.

With improvements, 75% of businesses say they would use EOR.

#### ***Community Group Responses***

	Responses	Breakdown of Responses		
		Current EOR user	Used EOR in the past	Never Used EOR
Would like to use EOR more frequently?				
Yes	2		1	1
No	3	2	1	
No clear answer	2			2

Although initially this looks like a poor response with five out of seven responses being negative or blank, further analysis shows that two comments are from current users who may be content with their current level of usage.

Two out of three respondents who said 'No' to increased usage, as well as those who are unclear go on to say that they would use an improved EOR.

**Over 85% of community groups say they would use an improved EOR.**

***Response from Places of Worship***

	Responses	Breakdown of Responses		
		Current EOR user	Used EOR in the past	Never Used EOR
Would like to use EOR more frequently?				
Yes				
No	2	1		1
No clear answer				

Both places of worship suggest improvements to EOR with one estimating future weekly use and the other 'every few years'.

***Analysis of Facilities Most Wanted***

The following table shows a popularity ranking for potential new facilities at EOR. Further details have been included in appendix 4.

All Community Groups	Schools and Community
1. Improved Car parking	1. Improved Car parking
2. Events	2. Childrens Events
2. Childrens Events	3. Meeting/teaching Room
4. Arts/Crafts Workshop	4. AV Facilities
5. Meeting Room	5. Events
5. Improvements to Gardens	5. Larger shop
7. Café	7. Arts/Crafts Workshop
8. Childrens Play Areas	8. Improvements to Gardens
9. AV Facilities	8. Childrens Play Areas
9. Larger shop	10. Café
9. Restaurant	10. PC/Internet access
12. PC/Internet access	12. Restaurant

### ***Analysis of facilities Least Wanted***

Only two community groups out of seven, half the businesses and both places of worship listed something that they would least like to see at EOR. The least popular developments votes are as follows:

PC/Internet access	4 votes
Meeting Room	2 votes
AV Facilities	2 votes
Larger shop	2 votes
Children's Play Areas	2 votes

The dislike of a meeting room is a **minority** view as the ranking of improvements suggested by community organisations, businesses and places of worship, shows that a new meeting room is the 5<sup>th</sup> most requested improvement.

Also worth noting is that a meeting/teaching room and AV facilities are the top two most requested features by schools.

Taking all results from the community, business and schools into consideration, a meeting room is 3<sup>rd</sup> most requested, AV facilities 4<sup>th</sup> most requested and a larger shop 5<sup>th</sup> most requested.

### ***Ideas and Concerns***

There were no further ideas suggested as to ways of improving usage of EOR, although One place of worship did state that the 'heritage experience should be enhanced'.

There were **no concerns** about the potential improvements/changes to be made at EOR by community groups or the places of worship.

Three businesses requested that thought be given to the amount of time visitors spend in the town.

## **5.4 Volunteer Consultation**

One of the key strengths of EOR is the large number (c. 70) of active, dedicated and loyal volunteers. In their front-of-house role leading the guided tours they have first hand experience of visitor needs and were a valuable source of information for the audience development plan. In April 2007 a workshop consultation exercise was held with a group of 20 volunteers at EOR.

There was a consensus amongst volunteers that the guided tour is a genuinely unique selling point, which is enjoyed by visitors and provided by no other museum. They were very concerned that this element may be lost in the interests of progress and development. At the same time the volunteers also understood the need to broaden the appeal of the Old Rectory and suggested many changes to the building including:

- Increased car parking
- Improved toilet facilities
- A visitor centre

- Improved access to upper floors, via a lift
- Video access for remote users and disabled visitors
- Increased utilisation of room space and the glebe land
- Longer opening hours

Whatever changes are decided upon at EOR it will be important to include volunteers in the process to ensure they understand and are committed to help in the delivery of a 'new look' museum.

## 5.5 Family Consultation

In July 2007 a focus group was held with two families who were considered as currently under-represented at EOR. In each case the group was accompanied on a usual guided tour of the house and garden. A question and answer session, lasting approximately one hour, was then held to obtain feedback and opinion regarding the visit and experience. A full note of the discussion session has been included in appendix 5.

The criteria for the group were:

Families

- Each family to include at least one adult with up to 3 children
- School age children (primary or secondary)
- Live within immediate local area
- Take regular day visits as a family
- Propensity to visit National Trust properties

### ***Summary of the Family Consultation***

Despite the high level of awareness of the Rectory to local families, and the support received by the local school in promoting this consultation, it proved difficult to motivate local families to participate in the focus group. The two families (adults and children) that did attend had a relatively high level of interest in the Wesleys. Nevertheless they also demonstrated their own reluctance to find the time to make the visit. The free tour, and the enthusiasm of one of the children provided the catalyst on this occasion.

There appeared to be several reasons for a current lack of motivation amongst families to visit EOR:

1. As a visitor attraction, EOR appeared to be almost too nearby for this group. One parent said 'You don't tend to go to places that are on your doorstep'. The implication was that a special trip or visit is accompanied by a physical need to get away from it all and go further afield. This did not mean that local families would not be a target for EOR, but it did suggest that visitors who do live close by have different needs for the museum. For example, they are less likely to view EOR as a special day trip, and more as a place which they may 'pop in and out', or use on a more casual basis, throughout the year.

2. The Rectory and its grounds appear to be closed to the public. Neither family knew when EOR was open, despite the opening times being on the front gate. They referred to the physical barriers of the gate and the front door which is 'always closed'.
3. The quietness of the place and the lack of people is another barrier. Despite showing an interest in the gardens during the tour, neither family, especially the parents, were enthusiastic about a 'Quiet Garden'. This is not attractive to families who may be concerned their children will be noisy and disturb others. Both families were concerned at the lack of other people visiting. 'Usually when you go past there's no one about. The door is shut, the gates are closed and it makes you not want to go in'.
4. The current marketing, and specifically previous poster campaigns, do not seem to motivate this group of visitor. The families both said they had seen posters promoting events but felt that word of mouth was a more powerful way to encourage local visitors.

Despite these barriers the Rectory and its grounds do appear to present opportunities for families, pending change and development. Both of the girls and their parents were interested in the Wesley Family, and the social history of the day, and said they wanted to know more. This interest was linked to the school curriculum which the parents were also keen to support.

It was clear that both parents were keen to spend 'quality' time with their children and were prepared to spend money on worthwhile activities as a family. The cost at EOR was not deemed expensive compared to other places. By implication it appeared that EOR may be able to increase its entrance prices if it was able to provide a wider range of activities and increase the amount of time spent there.

One mother talked of the need to 'open up the Rectory for the local community'. She said it would be useful to create a less formal and more flexible experience, where visitors did not necessarily have to tour round but could equally 'drop in for a coffee, or to pop to the shop'.

This focus group generated many ideas that would help encourage more families to use EOR. Many of the activities discussed are realistic and achievable at EOR. They include;

- Hands on activities for children, e.g. quiz sheets, things to look for, a handling collection, arts and crafts to make
- More information on the social history of the day; e.g. the type (and smell) of food that would have been eaten in the kitchen.
- The children were also interested in period furniture, and artefacts throughout the house, such as the story behind the Wesley bed, the rocking cradle and the crockery and utensils in the kitchen. The ability to see the furniture seemed to help build further understanding of its historical context.
- Events for children and parents; music concerts, theatre, historic re-enactments and dressing up in period costume
- Outdoor activities such as riding, football, an adventure play area
- Indoor and outdoor eating; a cafe, picnic or barbeque area.

## 5.6 Consultation with Mature Adults

In October 2007 a focus group was held with a group of mainstream mature adults who, in addition to the families above, were considered as currently under-represented at EOR. A group of seven people was accompanied on a usual guided tour of the house and garden. A question and answer session, lasting approximately one hour, was then held to obtain feedback and opinion regarding the visit and experience. A full note of the discussion session has been included in appendix 5.

The criteria for each participant in the group were:

- Over 55 years of age
- Retired or semi-retired
- No dependent children living at home
- No specific religious affiliation
- Regular attenders of historic properties, museums or galleries
- Living within the 30 minute drivetime area

In addition to this three out of the seven participants were current members of the National Trust. All participants were members of the University of the Third Age (Doncaster branch).

### *Summary of the Consultation*

Contrary to the recruitment process for the family groups it was relatively easy to make contact with mature adults, through organisations such as the Women's Institute, Rotary and University of the Third Age. The latter group, of which there are 260 full members in the Doncaster branch alone, have a dedicated 'Around and About' interest group who were very enthusiastic and keen to attend the focus group. The Eastoft Women's Institute group also showed interest, although it was more difficult to coordinate appropriate dates for this group within the timeframe.

Despite the fact that all attenders lived within the 30 minute drive time area, were aware of EOR and had a propensity for visiting historic attractions, none had visited before. One person, who said she had "jumped at the chance to visit", later cited laziness about 'treasures on our doorstep' as one of the main reasons for not visiting EOR before. The group were very regular attenders of similar attractions and listed many places throughout the country that they had visited recently as; Eastwood, the home of DH Lawrence, Port Sunlight near Liverpool, Kelvingrove in Glasgow, Brodsworth Hall, The Bronte Parsonage, Selby Abbey.

The group were unanimous in their interest and enthusiasm for EOR. They were knowledgeable about history and actively listened to the tour guide, contributing to the tour with questions and comment. It was clear from several comments that a few members of the group would be interested in coming back to visit again with other friends and family. One lady asked if she could go back in to the Rectory "to look at all those lovely books in the shop".

Two areas of particular interest for the group were:

Susannah Wesley. One lady said; "My overwhelming impression of this place is Susannah". The group made several comments about Susannah and questions regarding her own education, her

role, how she would have managed with so many children, where she was buried, her handiwork and teaching.

Artefacts and furniture in the house. The oak sideboard in the entrance hall as well as various chairs, such as the pulpit chair and the chair in the attic, generated many questions. A few members of the group said the house 'lacked warmth' and wanted to feel that it was a family home with all the noise and hustle and bustle this would have entailed. One person commented; "I would have liked to have seen a fire in the entrance hall", whereas another said "I think the kitchen was almost anaesthetised. It was too idealised. The floor wouldn't have been like that. It would have been more rough and ready". Another person said she would have liked to see more of the bedrooms and in particular was interested in the children's sleeping arrangements. Throughout this discussion there was a consensus that EOR should not be 'too fussy' but should be authentic to the era.

Areas of concern for this group included:

1. All of the group felt that the Rectory needed more publicity in local newspapers, newsletter, organisations, to generate awareness and encourage people to visit. This group said they obtain information primarily from various sources including; local newspapers in South and West Yorkshire, mailing lists, the internet, the tourist office.
2. Access around the building. All participants were fit and active and yet the difficulties of the uneven flooring and the need to sit down and rest were evident throughout the tour. One participant tripped on the uneven doorstep between the entrance and the stairwell on the ground floor. Several commented on the difficulty going down the steep stairs to the kitchen.
3. The group felt the house lacked vibrancy, noise and life that would have been evident in a such a large family. They enjoyed the fact that the guide 'brought the family to life' for them and were keen to experience this more.
4. Pricing. The charge of £4.50 (adult) and £3.50 (concession) was felt to be expensive 'considering the amount of time you would spend here'. The group felt this offered poor value, particularly for a family of four.
5. A lack of activities for children. Initially, when asked whether they would recommend EOR as a family attraction the majority of the group said they would not. This was because they were concerned about the children climbing on furniture and the lack of activities. Following a discussion several members of the group concluded that EOR was a relevant and interesting place for children of primary school age to visit, either as part of a school trip, or with parents.

In addition to suggestions for improving the publicity, and access around the house, other ideas raised by the group included:

- An increase in the amount of furniture and clothing exhibits
- Improvements to the kitchen; the range, oven, plumbing, flooring to give it a more authentic feel
- Activities for children, including period toys and games, activity sheets, information on animals and pets of the family and era
- Exhibits to demonstrate the music of Charles Wesley and the era; period instruments, music in the background, sounds from the house

- Events to reflect the different religious festivals; Christmas at EOR, Easter in the gardens
- Tour guides dressed up as different characters from the Wesley family
- A sense of vibrancy, life and noise that would have been authentic with the era.
- A cafe and tearoom with homemade cakes and produce which is 'an essential part of the trip for people like us'
- A larger shop
- Links with other nearby attractions, such as Gainsborough Old Hall and Lincoln Cathedral or the Pilgrim Fathers to create a full day long trip.

**The interest and enthusiasm of the people within this group clearly demonstrates the potential of this market for EOR. The University of the Third Age should become an immediate target organisation for EOR. Communication should not be limited to local branches but should extend to branches all over the country, particularly if the Rectory is able to join forces with complementary attractions in the area.**

## 6 Desk Research

In order to assess the potential of EOR as a visitor attraction the following secondary research was analysed:

1. National and Regional trends in the numbers and frequency of people visiting attractions, as well as their reasons for doing so.
2. National and international trends in Methodist membership
3. Arts Council England Area Profile Reports

### 6.1 National and Regional Trends

#### 6.1.1 National Trends

A report by Mintel, 'Days Out – UK – April 2006' highlights growth in the number of visits to UK attractions in 2006. In 2005 there were 492 million visits to 7000 visitor attractions and this was expected to grow to 500 million visits in 2006.

The following table shows the growth rates for days out attractions between 2000 to 2004:

**Table 5: Growth of Days Out Attractions 2000-2004**

Type of Visitor Attraction	Growth (2000 to 2004)
Farms	+48%
Gardens	+36%
Visitor/Heritage centres	+31%
Workplaces (E.g. Brymor Ice cream)	+23%
Country Parks	+18%
Museums/Galleries	+16%
Steam/Railways	+13%
Wildlife Parks	+8%
Historic Properties	+4%
Leisure Theme Parks	+4%
Other	+6%
Places of Worship	-16%

Source: Mintel 'Days Out – UK – April 2006'

The table above shows that although visits to museums and galleries are increasing, primarily driven by the national museums which are now free of charge, the visits to Places of Worship are in a sharp decline. Although EOR is a registered museum it is perceived as a religious venue and a place of pilgrimage. For this reason it may fall between the two categories.

The forecast is that day visits to UK attractions will continue to rise by +17% between 2006 and 2011. This national trend is expected for the following reasons: -

- A continued uptake in the number of free-of-charge admissions to national museums
- The UK has a 'time scarce' culture. A day out is seen as a worthwhile, quality activity to spend time on
- The growth in number of 45 to 54 year olds, forecast to grow a further 11% by 2011.

- The growth in the number of those in the upper socio-economic groups (ABC1) who have high levels of disposable income.

**Although EOR does not have free entry it has the potential to offer a quality day visit experience. It should capitalise on the growing interest in gardens, as well as the projected growth of the 45 to 54 age group, and the affluent ABC1 market.**

A research study by MORI, commissioned by MLA in 2004 investigated the frequency of museum visiting as well as the triggers and barriers to visiting museums and galleries.<sup>4</sup>

The key findings of this report are: -

- Over a third of the population (37%) has visited a museum or gallery in the last 12 months. This is less popular than cinema attendance (59%) but more popular than going to a famous cathedral or church, the theatre, or a stately home or castle.
- The higher an individual's social class, income and education, the more likely they are to visit museums and cultural activities.
- The most frequent visitors to museums tend to be older people, those in higher social classes and those without children.
- The vast majority of people who have visited a museum in the last year are likely to visit the same venue again.
- The main reasons given for not visiting a museum or gallery are lack of time (32%) and lack of interest (22%). Other reasons for not visiting include access difficulties (11%), the cost (12%) which is mentioned primarily amongst those from the lower social classes.
- The main reason given for visiting a museum is to see an event or exhibition of interest and almost half of those with children visit when there is a specific exhibition of event that appeals to children. Other reasons for visiting include being on holiday either in the UK or abroad.
- Almost one third of all visitors said they try to visit museums and galleries near their home, on a regular basis. As one might expect this was particularly true of people in the London area, but also for people in Yorkshire and Humberside where 37% of people said they try to visit museums close to home.
- The most popular areas of interest in museums and galleries are; ancient history, how people used to live, local history and historical paintings and drawings. Conversely the least popular areas are food and agriculture, geology and geography, modern history.
- When asked about the reason for their most recent visit, two in five (39%) of those with children said they had wanted to take their children to a museum, as opposed to one third who said their children had prompted the visit. Women as well as people in the lower social groups are more likely to be prompted into visiting by their children.

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<sup>4</sup> 'Visitors to Museums and Galleries 2004' , A research study conducted by MORI for the MLA Council.

- The majority of people think it is important for their local town to have its own museum or gallery.

## 6.1.2 Regional Trends

Despite a positive national trend, the Yorkshire Visitor Attraction Monitor (April 2007), produced by the Yorkshire Tourist Board shows an overall decline of -3% year on year in visits to attractions throughout Yorkshire and Humber. Nevertheless, attractions in both East Yorkshire and North Lincolnshire, and South Yorkshire buck this trend and show a growth in the numbers of visitors by 10% and 9% year on year respectively.

## 6.2 Trends in Methodism

### 6.2.1 UK Methodism

Statistics from the Methodist Church of Great Britain in appendix 6 show that membership as well as the number of people on the Community Roll have both declined. The latest available statistics (2001 to 2004) show that although membership fell in all areas of the UK (total decline of almost 10%), the decrease in York and Hull was one of the lowest figures at -6.4%. The numbers of people on the Community Roll of the Methodist Church have declined to an even greater degree. Although there was an overall decline of almost 25%, in Lincoln and Grimsby numbers have fallen by 31% in the period. Interestingly the only area to grow is that of Shetland which increased from a small base of 500 to 718 in 2004.

These figures reflect a trend experienced by all the major denominations in the UK over a long period of time. This has been attributed to both sociological changes; the growth of materialism and secularism and the decline of authoritarian attitudes, as well as theological changes; where many mainstream churches embraced 'the social gospel' but did not always accompany this with the dynamic preaching and teaching that had previously helped to change lives. Furthermore, the theological liberalism of the 1960s and 70s led to a loss of nerve and confidence in many churches which resulted in increased decline.<sup>5</sup>

As a result the Methodist Church in the UK has addressed the decline by developing strategies to renew the emphasis and importance of culturally sensitive evangelism. Specific initiatives include setting up new churches to cater for groups who are disaffected with traditional forms of church. They use 'fresh expressions of church' which do not necessarily meet up on a Sunday or in a church. Examples include; 'cafe worship', sports related congregations, self-multiplying cell groups and youth church groups. Another initiative which has helped all religious denominations is the growth of the 'Alpha' course

In addition to this there has been a marked decline amongst children and young people. The following table shows the decline in the attendance of children at Sunday school:

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<sup>5</sup> Consultation with Brian Hoare, Chair of EOR Trustees

Year	Percentage (All Children) attending Sunday School
1900	55%
1940	35%
1970	14%
1990	6%
2000	4%

Source: English Church Census 2005

## 6.2.2 International Trends in Methodism

There is evidence to suggest that the number of Methodists Worldwide is increasing. The following table shows the total number of Methodist members Worldwide, in each continent. Where possible the increase in membership, between 1956 and 2002, has been indicated. In addition to the very large number of Methodists in the USA, an area which has experienced marginal growth over the last 50 years, Methodism is also known to be increasing in Korea, China, Tonga, as well as African countries such as Kenya and South Africa.

Continent	Total Methodist Membership (millions)	% Increase (1956 to 2002)
Africa	5.9	+726%
Asia	9.7	+704%
Central America/ Caribbean	0.5	+822%
Europe	0.5	N/A
Middle East	0.017	N/A
North America	14.7	+5%
Pacific	1.3	N/A
South America	1.0	N/A

Source: World Methodist Council Handbook 1997-2001

## 6.3 Area Profile Information and Catchment Analysis

The Area Profile Reports produced by the Arts Council give detailed information about the population, and particularly the adult population within a specified area. They use data from 2001 Census Area statistics and the Target General Index (TGI Lifestyle database). The smallest area that can be 'profiled' is a postcode sector. By using this information we can:

- Estimate the size of a potential market compared to the national average
- Understand the key characteristics of people living within an area
- Gauge the likelihood of these people to take part in cultural activity
- Devise targeted marketing campaigns at those most likely to respond

Three Area Profile Reports were analysed in order to assess the size and potential of the market for EOR. These were 15, 30 and 60 minute drive time catchment areas.

The Arts Council recommends that 30 minutes is the standard drive-time acceptable to the majority of museum visitors. For this reason the 30 minute report has been used as the baseline core catchment for assessing market potential. It is by no means the limit of a venue's catchment area. It is recognised that specialist museums, including EOR, have the ability to attract people who are prepared to travel much further afield (up to 90 minutes) for a day visit. On the other hand EOR is also regarded as a local museum and can therefore expect to attract people from a 15 minute drive time area.

### ***Demographic Profile of the Catchment Area***

Population Size:

	<b>15 min Drivetime</b>	<b>30 min Drivetime</b>	<b>60 min Drivetime</b>
Total Population	24,633	353,598	3,935,978
Total Adults (15+)	20,330 (82.5%)	286,598 (81%)	3,183,908 (81%)
Total Households	10,234	147,616	1,646,730
Households with dependent children (under 16)	3,000 (30%)	45,014 (30.5%)	494,770 (30%)

Source: Office of National Statistics

Although the population of the immediate area is relatively low there is a large catchment of 286,598 adults with the core 30 minute area, as well as 67,000 children. The number of households in the 30 minute catchment with children is marginally higher than the national average (+4%). The size of the population with the 30 minute area is much larger than the whole of North Lincolnshire which has a relatively small population of 152,849. With an overall population of four million, the 60 minute area is very large. It incorporates major cities such as Leeds, Hull and Sheffield. Although it is positive to have access to such a large number of people within an hour's drive, this is an unrealistic figure for a small museum such as EOR to consider as a potential mainstream market. This is due to the draw of the larger 'destination' attractions available in these cities.

## Trends in Population Size

The UK population is steadily growing and between 1982 and 2002 the Yorkshire and Humber Region grew by 2%. Recent work by the University of Leeds and Yorkshire Futures suggests that the population of Humber is expected to grow by 5.4% by 2030, less than the rate expected for the whole of the Yorkshire and Humber region (8.9%). However, the population of North Lincolnshire is forecast to increase by 9.8% by 2030.<sup>6</sup>

### Population Age:

The following table shows a comparison of the age profiles in each area, compared to the national average (in brackets).

	15 min Drivetime	30 min Drivetime	60 min Drivetime
15 to 24	2269 (-26%)	39,326 (-9%)	486,888 (+2%)
25 to 44	6636 (-9%)	97,758 (-5%)	1,123,302 (-2%)
45 to 64	7149 (+20%)	90,409 (+7%)	944,785 (+1%)
65+	4276 (+7%)	59,105 (+5%)	628,933 (=)

Source: ACE Area Profile Reports

NB. Figures in blue denote those age groups which are significantly higher than the national average.

As one would expect for an area that is largely rural, there are higher numbers of people in the older age brackets. In the core 30 minute catchment there are 122,000 people aged 45 to 74 which is approximately 8% higher than the national average. This increases even more in the immediate locality where there is a significantly higher proportion of older people, particularly those aged 45 to 64 (+20% higher than the national average). Conversely, there are lower than average numbers of younger adults in the core catchment area, especially those aged 20 to 24 years, which is almost 20% less than the national average. Again this trend is accentuated in the immediate locality where the number of 20 to 24 year olds is 40% less than the national average.

As both the Office of National Statistics (ONS) and Mintel report show, the 45+ age group is forecast to grow in the next few years. The North Lincolnshire Briefing by Yorkshire Forward also highlights the issue of old age dependency. Currently, for every one person that is in retirement there are 4.1 people of working age to support them. By 2030, in North Lincolnshire this is projected to be a ratio of just one retired person for every 2.1 working age people.<sup>7</sup>

### Ethnicity:

All of the Area Profile Reports show that the area surrounding Epworth is predominantly white and has very few black and minority ethnic groups (BME's). In the 30 minute catchment area the largest BME group, Asian and Asian British, is only 1.4% of the total population. Although this is 65% less than the national average it still equates to a total of just over 5,000 people in the core catchment area. In addition to this there are a further 5000 people from all of the remaining BME groups in the area. The proportion of BME's increases slightly in the 60 minute drivetime area to 3% of the total population in that area.

<sup>6</sup> North Lincolnshire in Brief, November 2006 (Yorkshire Forward)

<sup>7</sup> North Lincolnshire in Brief, November 2006 (Yorkshire Forward)

According to the North Lincolnshire Community Strategy people from the BME groups tend to be clustered in the urban areas of Scunthorpe, Frodingham and Crosby, all of which fall within the core 30 minute catchment of EOR.

It is worth remembering that the Census information, on which these figures are based, is now several years out of date. The numbers of BME groups are changing all the time and may well have increased since 2001. This is primarily due to an increase in the number of people from Eastern European states, who are now part of the European Union. The Community Strategy estimates there are currently c.1100 to 1500 people from Eastern Europe living in the region.

**Faith:**

Although faith groups are not included in the Arts Council Area Profile Reports the ONS figures show that North Lincolnshire is predominantly Christian (79%). Only 2% of the population of North Lincolnshire state another religion, the most prominent being the Muslim faith (1.4%). Again, for the reasons highlighted above this is likely to increase over the course of the next few years.

**Economic Activity:**

	15 min Drive time	30 min Drive time	60 min Drive time
Economically active	67% (+2%)	64% (-3%)	64 (-3%)
Economically inactive retired	16% (+20%)	16% (+15%)	14 (+5%)
Economically inactive – all other	16% (-18%)	20% (=)	21% (+7%)
Students – economically active and inactive	4% (-40%)	5% (-33%)	7% (-5%)

Source: ACE Area Profile Reports

NB. Figures in blue denote those groups which are significantly higher than the national average.

The core 30 minute catchment area has a slightly lower proportion of working people and a much higher proportion of retired people. The percentage of economically inactive people, which includes the unemployed as well as those who are caring for others at home is the same as the national average.

As expected from an area with an older age profile, there are relatively few students (33% less than the national average).

Of those who do work in the core catchment area there are less people in managerial and professional occupations and a higher proportion of people who are in skilled trades, or self employed. This reflects the high proportion of people in the C2DE social categories and the lower number of ABC1s.

This occupational profile changes in the immediate 15 minute catchment area to include a much higher proportion of managers and senior officials. The immediate locality has a higher proportion of AB social groups and is therefore more affluent than the core catchment area.

### 6.3.1 Acorn Profile Groups

The Acorn profiles are included on the Arts Council Area Profile Reports and are a way of classifying people, by postcode sector, throughout the country. They combine geography with demographics and lifestyle data to show the types of people living in different postcode areas. Overall there are five categories of people from which there are further sub-divisions in to groups and types of people.

The following table shows the percentage breakdown of each category within each of the drive time areas. It also shows the comparison with the national average.

#### ***Acorn Categories in the Catchment Area***

<b>Category</b>	<b>15 Minutes</b>	<b>30 Minutes</b>	<b>60 Minutes</b>	<b>National Average</b>
Wealthy Achievers	70%	31.5%	21%	25%
Urban Prosperity	0%	0.8%	4.6%	11%
Comfortably Off	20%	33%	30%	27%
Moderate Means	1.8%	10%	16%	15%
Hard Pressed	7.3%	25%	28%	22%

Source: ACE Area Profile Reports

In line with the fact that Epworth is a market town in a largely rural area, the urban prosperity category has a low representation. The core catchment area has a higher percentage of the Wealthy Achievers, Comfortably Off and Hard Pressed categories.

As one moves closer to EOR the proportion of Wealthy Achievers increases significantly to 70% compared to a national average of just 25%. The immediate Epworth area, although small, is clearly populated with affluent older people which the Old Rectory should capitalise on.

The individual Acorn groups which have a significantly high representation within the core 30 minute catchment area are listed below. In each case the key characteristics of the group have been noted as they are relevant to the audience development of EOR.

#### **Wealthy Achievers:**

##### **Affluent Greys**

- Older empty nesters and retired couples
- Prosperous, high income households
- Enjoy gardening, golf, good food and wine
- Have time and money to enjoy life

##### **Flourishing Families**

- Wealthy families with mortgages
- Financially secure
- Very active, enjoy sport, especially golf, the gym, walking and birdwatching

### **Comfortably Off:**

#### **Secure Families**

- Home owning families who live in comfortable, stable areas
- Often have young children
- Includes middle management, clerical and shop workers

#### **Settled Suburbia**

- Empty nesters who are either retired or semi-retired
- Includes a lot of women who work part-time
- Tend to work in lower management, supervisory and retail jobs
- Tend to have paid off their mortgages and have a high level of disposable income
- Enjoy gardening

### **Modest Means:**

#### **Blue Collar Roots**

- Includes both families and retired people who work in traditional factory and manual professions
- Modest levels of savings and disposable income
- Enjoy camping, angling, bingo, horseracing

### **Hard Pressed:**

#### **Struggling Families**

- Low income families who live on estates
- Single parents and older, less active people
- Money is very tight as this group struggles to make ends meet
- Enjoy going to the pub, betting, the lottery

### ***Cultural Attendance***

The Area Profile Reports estimate the likelihood of people within the catchment area to attend different types of cultural events.

In the 30 minute core catchment area the propensity to attend all of the arts events listed is lower than the national average. Nevertheless, there are an estimated 300,000 arts attenders within this area. Of these, 56,440 are estimated to have visited a museum and 57,438 to visit a stately home or castle, within the last 12 months. Visits to the latter are just under the national average. However, those who live closer to EOR (within the 15 minute catchment) have a much higher propensity to visit a stately home or castle. 5,500 people are estimated to make a visit to a stately home or castle within 12 months, a figure which is 27% higher than the national average. The 15 minute catchment also shows a higher propensity to attend many other types of cultural event such as classical music, ballet, opera, plays and jazz.

It is worth comparing these figures with attendance to most popular art form, cinema, which in the immediate area is estimated to have c. 13,000 attenders in a 12 month period.

### ***Summary of Area Profile Reports***

Although there are some pockets of deprivation within the core catchment area, primarily in the urban areas of Scunthorpe and Doncaster, Epworth is a relatively affluent market town at the heart of a rural area. The nature of the town and its hinterland is attractive to older people who are both retired and semi retired, as well as to secure families. Both of these groups are predominantly white and of a Christian faith. From an economic and sustainability point of view both of these groups would provide a good target for EOR, particularly those in the immediate locality as they tend to have higher levels of disposable income, and a greater amount of time to spend on heritage days out.

## 7 Competitor Analysis

### 7.1 Audit of Local Visitor Attractions

The Map on the following page and table in appendix 8 lists all of the local visitor attractions that EOR competes with, in the core 30 minute drive time area. The map shows that EOR is located in an area which has relatively few visitor attractions, compared with other rural areas, such as North Yorkshire. Those attractions that are present tend to be clustered either in the Doncaster area or East towards the coast at Barton-upon-Humber.

The majority of attractions are small scale venues, many of which offer free admission. This is particularly true of the other museums in the area; Doncaster Museum and Art Gallery, North Lincolnshire Museum and Baysgarth House are all free of charge.

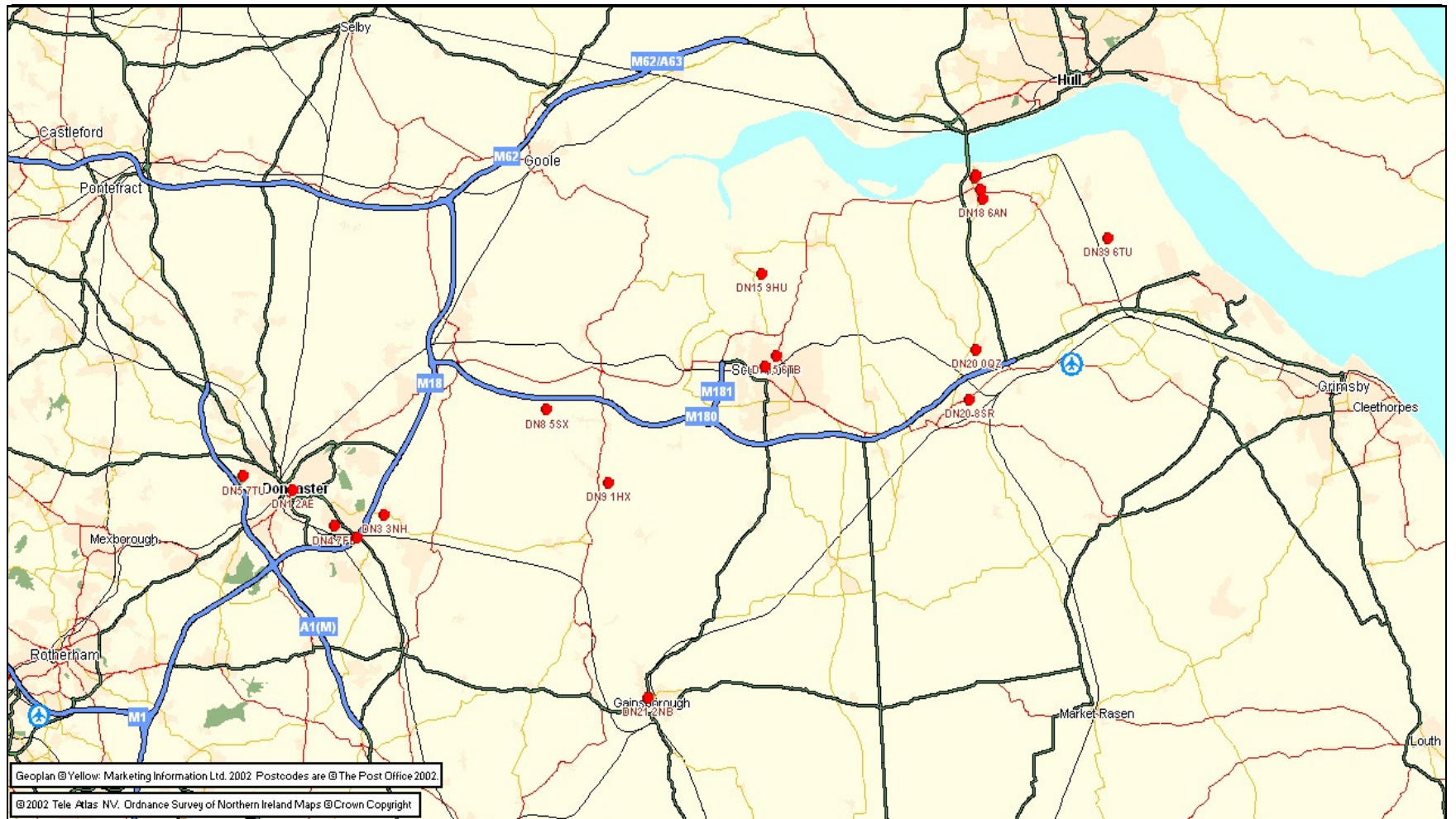
Larger attractions which tend to offer a day visitor experience include Elsham Country and Wildlife Park, Normanby hall, the refurbished Cusworth Hall and Park and the newly developed, state-of-the-art Water's Edge, in Barton-upon-Humber. All of these venues offer a large range of activities and events for children, especially in the holiday period.

Children's activities are a popular element of all attractions including the smaller venues. Activities vary from standard events involving drawing and painting to novel talking points such as a Henry VIII banquet (for school groups at Gainsborough Old Hall), webcams at Water's Edge, or looking after a pony for the day (Brockholes Farm).

Whilst there are no National Trust properties within the core catchment area, and only six in the whole of Lincolnshire, there are three English Heritage properties in the area; Gainsborough Old Hall (managed by Lincolnshire County Council), St Peter's Church and Thornton Abbey and Gatehouse. The latter properties have both recently been refurbished.

This analysis of competitor attractions is significant for EOR because it shows:

- Although EOR can benefit from the fact that there are relatively few tourist attractions in the area, it may also suffer because it is not deemed to be on a major tourist route, such as York or Lincoln or the major cities of Leeds, Sheffield and Hull.
- Facilities that appear to be standard at most visitor attractions include a cafe, shop, education and training facilities, and parent friendly facilities (e.g. baby change).
- As a paid for museum EOR is competing with other larger attractions which offer a comprehensive range of activities.
- The range of activities for children at the majority of venues demonstrates the importance of the family market.
- Gainsborough Old Hall boasts a total of 8,166 school children visiting in 2005. Given the close proximity of Gainsborough this presents an opportunity to try to capitalise on.



**Map 1: Competitor Visitor Attractions within 30 minute Core Catchment Area**

## 7.2 Comparator Venues

A number of other museums across the UK were considered as comparable venues from which EOR could learn from in its development programme. The purpose was to choose places which are experiencing a degree of success in terms of visitor numbers, and which EOR could realistically aspire to. Although a number of venues were considered for this plan the following venues were chosen primarily for the following criteria;

- Visitor numbers in excess of 20,000 but less than 100,000
- A museum which has been developed on the legacy or fame of an individual
- A rural or semi rural location

In addition to these factors Wordsworth House in Cumbria was chosen as a comparable venue because it is part of the National Trust and therefore attracts a mainstream, non-specialist market.

In each case profiles of each museum were compiled through desk research and telephone interviews with key personnel.

## 7.2.1 The Bronte Parsonage Museum



### ***Contact Details:***

Address: The Bronte Parsonage Museum, Haworth, Keighley, West Yorkshire, BD22 8DR

Tel: 01535 642323 [www.bronte.info](http://www.bronte.info)

Director: Alan Bentley

### ***Background Information***

The Bronte Parsonage, home of the Bronte family, between 1820 to 1861, is located in the village of Haworth near Keighley in West Yorkshire. A Georgian building, it contains two floors of small period rooms with many original furnishings, personal items, books, manuscripts and paintings. The entrance hall is very small and access to the building is limited for disabled users. There is a successful shop on the site but no tea room or cafe facility. Visitors tour around the museum on their own with a printed tour guide.

The Bronte Parsonage is an independent museum which receives no government funding. It is owned and governed by The Bronte Society, a membership organisation.

Entrance fees are; £5.50 (adults), £4 (concessions), £2 (children), £13 (family ticket).

### ***Visitor Numbers***

Last year The Bronte Parsonage had 71,000 visitors, although usually this figure is 80,000 to 83,000. The lower figure last year is attributed to several factors; the weather, cut backs on the Japanese tour circuit, poor press coverage as a result of an overzealous parking attendant, and the change in the timing of an events programme to autumn as opposed to spring/summer.

The Bronte Parsonage is open all year.

### ***Core Audience Groups***

The main audience groups at The Bronte Parsonage are;

- Older retired people
- Families
- Women over 35
- Overseas visitors; USA, Japan, Korea
- Language schools in York
- Hard to reach groups, primarily BME's in the local community

UK visitors tend to come from within a 2 hour drive.

Visitor numbers increase in response to TV coverage of The Brontes.

**Facilities that attract these audiences include:**

- The story of The Brontes, their short lives and their writing
- The shop
- The events programme, such as the Contemporary Arts Programme which has high profile literary speakers such as Cornelia Parker, Andrew Motion and Victoria Glendinning.

**Marketing Initiatives**

The Bronte Parsonage has a marketing budget of £20k per annum which does not include staffing costs. Marketing work is largely undertaken by the Director and by a freelance PR consultant.

The primary methods of promoting the museum are as follows:

<b>Printed Leaflets</b>	
Main leaflet [DL format]	This leaflet is the primary marketing tool for The Bronte Parsonage. The total print run this year is 134k, although in previous years it has been as high as 180k. It is distributed through agencies (Audiences Yorkshire in Leeds and Around and About in North Yorkshire). Leaflets are also put into welcome packs at touring caravan sites.
A5 booklet [A5 format/40 pg]	This was produced in conjunction with the local newspaper. The total cost to the Bronte Parsonage was £1,000. It includes detailed information on the Brontes plus advertising from a large range of attractions in the local area.
New members leaflet [A5 format/6pg]	Promotes membership of The Bronte Society.
Single events sheets [A5 format/photocopied]	Promotes events programmes, e.g. Scribblemania
Education Leaflet	A leaflet asking for donations to support the education service at the museum. The educational programme is used as a way to promote the museum to hard to reach groups.
Contemporary arts programme leaflet [A5 format/8 pages]	A successful talks/event programme with high profile names. Promoted through email mailshot by Audiences Yorkshire.
<b>Website</b>	Although print is still the most popular form of communication the museum recognises the increasing importance and usage of the website. The Parsonage has its own site and a joint presence on the Bronte Country Partnership website.
<b>Public Relations</b>	This is undertaken by a freelance consultant. Asian visitors have been targeted through the local Asian radio station, Sunrise Radio.

	Radio competitions for free tickets to the Bronte Parsonage have also been successful.
<b>Group Travel</b>	<p>This is a key area of marketing for the museum who have appointed an assistant to follow up on group travel leads and bookings. It <b>advertises</b> frequently to group tour organisers in trade publications to the coach tour market, such as The Pass. Incentives are offered to coach drivers and operators.</p> <p>To increase the dwell time of group visitors, initiatives which add value, such as walking tours and talks about the Brontes are arranged for groups.</p>
<b>Direct Mail</b>	Audiences Yorkshire have been used for email campaigns to promote the contemporary arts programme.
<b>Partnerships</b>	<p>The Bronte Parsonage participates in:</p> <p><b>Yorkshire's Great Houses, Castles and Gardens.</b> They have secured the first entry in this 24 page booklet.</p> <p><b>The Bronte Country Partnership.</b> This is supported by Bradford Council and is a joint initiative with other main attractions in the area such as the Worth Valley Railway, East Riddlesden Hall (National Trust), Cliff Castle, Keighley shopping centre, hotels and smaller museums in Keighley. The members participate in joint literature, a website [<a href="http://www.visitbrontecountry.com">www.visitbrontecountry.com</a>] and other promotional schemes.</p>

Marketing initiatives that have **not** worked include:

- Gift aid promotion asking people for a 10% donation
- Costumed interpreters in Haworth village. This was considered to have little impact on visitor numbers because once people were at Haworth they had already made the decision to visit.

### ***Lessons Learnt from The Bronte Parsonage***

- **Review the print run and distribution of the current leaflet**
- **Develop local partnerships:**
- **With the local press – to produce local guides on your behalf**
- **With other attractions for joint marketing and promotions**
- **Develop group travel opportunities. Trade advertising and direct mail to coach tour guides.**
- **Add value to existing visits to increase the dwell time, e.g. walks and talks**

## 7.2.2 Wordsworth House



### **Contact Details:**

Address: Wordsworth House, Main Street, Cockermouth, Cumbria, CA13 9RX

Tel: 01900 824805 [www.wordsworthhouse.org.uk](http://www.wordsworthhouse.org.uk)

House Custodian: Zoe Gilbert

### **Background Information**

Wordsworth House is a Georgian townhouse that was the birthplace and childhood home of poet William Wordsworth. The house is arranged over two floors and is presented as a recreation of the home he grew up in. Visitors can touch and use items in working rooms such as the kitchen [pictured above]. Wordsworth House also has attractive kitchen gardens and a terraced area. Although Wordsworth House is located in Cockermouth, Cumbria, it is not considered to be central to the Lake District tourist trail.

Wordsworth House re-opened in 2004 following a redevelopment programme. It received the following funding; £480K (HLF), £178K (European Funding), £192k (Cumbria Rural Development Project).

Access to the building is restricted for disabled visitors to the ground floor and the Discovery room only, which is accessed using a lift.

All visitors are given a personal guided tour of the building. Virtual tours are also available. Other facilities include; an educational/training room, and many parent friendly activities and facilities such as a dedicated family guide, daily 'family' activities, baby changing, feeding facilities, baby slings and hip carrying seats. Parking is not available at the site (visitors must use the town centre car parks) and there is no cafe or tea room.

Wordsworth House is owned and managed by the National Trust.

Entrance fees are: £4.70 (adults), £2.60 (children), £13.50 (family), £3.70 (groups). £1.60 (child groups)

### ***Visitor Numbers***

Wordsworth House receives 24,000 visitors per annum. It is open for 9 months of the year.

Visitors are primarily National Trust members from the UK. Wordsworth House also receives many overseas visitors, primarily from Europe, USA and Japan.

### ***Core Audience Groups***

As part of a regional National Trust initiative Wordsworth House currently focuses on two main groups of visitors:

- Older retired people
- Families

In addition to these groups it aims to develop its educational programme for schools and would also like to develop local community and low-income audiences. Both of these groups are felt to be under-represented at present although facilities are available for school groups. The entrance fees to National Trust properties are considered a barrier for low income groups.

### ***Facilities that attract these audiences include:***

- An indoor tourist attraction for rainy days
- Interest in Wordsworth and the presentation of the house as a home
- The experience – people are given time and a personal guided tour with costumed interpreters
- The working kitchen. Recipes of the era are cooked in this kitchen, with recipes available on the website. E.g. Caraway seed cake
- The kitchen garden and terrace
- The discovery room with computers and interactive displays
- Activities for children; hands on activities such as arts and crafts, and trying on costumes are considered to be very important

### ***Marketing Initiatives***

Wordsworth House has a marketing budget of £6k per annum which does not include any contribution to the joint National Trust marketing initiatives or staffing costs. Marketing work is

largely undertaken by the House custodian. Ad hoc assistance from the regional press office at the National Trust is also available.

The primary methods of promoting the museum are as follows:

<b>National Trust (NT)</b>	
NT Handbook	This is seen as a main tool for attracting existing members.
NT website	This is joint website for all NT properties.
Website	Unlike other NT properties Wordsworth House has a standalone website which is produced in house. Although it is still in development it has interesting and interactive elements to it (e.g. tour of house, Gardeners Diary, kitchen recipes) which gives a very positive impression. This website is funded in house.
Partnership Initiatives	<p>The house custodian stressed the importance of partnership working at Wordsworth House. She acknowledged that although they take up a lot of time they are very productive. Wordsworth House is involved in the following partnerships:</p> <p><b>The Wordsworth Trust Partnership;</b> Dove Cottage and Rydal Mount. A group ticket with these properties is available.</p> <p><b>Western and Central Lakes Tourism Partnerships.</b> These are attended by other tourist attractions for the purpose of joint marketing. They produce area leaflets.</p>
Promotions	<p>'Bags of Info' is a promotion aimed at children and families. Wordsworth House pay to put a leaflet in the bag which is distributed to families through schools before the holidays. This is a recent initiative but response rates have been good this year.</p> <p>Wordsworth House also produce their own activity sheet for children attending the property.</p>
Events Programme	<p>This property has a summer events programme of c. 10 events per week in July and August. These are free of charge with admission and include:</p> <ul style="list-style-type: none"> <li>• Harpsichord recitals twice weekly</li> <li>• Talks (e.g. social history talks on servants lives, medical remedies!)</li> <li>• Tours of the kitchen gardens</li> <li>• Arts and crafts; make Georgian toys (peg dolls), bake in the oven</li> <li>• Games that Wordsworth enjoyed; jumping jacks, skittles challenge</li> <li>• Poetry recitals</li> </ul>
Advertising	Local advertising in tourist guides.
Public Relations	Local stories placed through the National Trust regional office.

### ***Lessons for Epworth Old Rectory***

- Take the time to develop effective partnerships and joint promotions with other attractions.
- Create a 'holistic' visit and a range of facilities to increase the amount of time people spend at the property.
- Create 'hands-on' activities for children. Look at the family back-packs produced by the Victoria and Albert Museum.

### 7.2.3 Jane Austen's House Museum



#### **Contact Details:**

Address: Chawton, Alton, Hampshire, GU34 1SD

Tel: 01420 83262 [www.jane-austens-house-museum.org.uk](http://www.jane-austens-house-museum.org.uk)

Administrator: Tom Carpenter

#### **Background Information**

This is the 17<sup>th</sup> Century house where Jane Austen lived and wrote most of her novels from 1809 to 1817. Although it contains many items associated with Jane Austen and her family it is similar to EOR in that very few artefacts or original furniture have survived.

Visitors with disabilities are able to access the ground floor as well as the garden and toilet facilities. There is no cafe or tea room, although local facilities are available in Selbourne. A reference library is available. Facilities for families are limited to quiz sheets and competitions.

Jane Austen's House Museum is owned and managed by the Jane Austen Memorial Trust.

Entrance fees; £5.00 (adult) £1.00 (child), £4.00 (students/concessions). Under 8's are free of charge and pre-booked group visitors are charged at £4.00 each.

#### **Visitor Numbers**

Jane Austen's House received 31,766 visitors in 2006. This is expected to increase in 2007 to 35,000. The house is open for most of the year, although in January and February opening hours are limited to weekends only.

Approximately 70% of visitors are from the UK with the remaining 30% from overseas. The majority of overseas visitors are from English speaking nations such as USA, Canada, Australia, although there has also been an increase in the numbers of visitors from European countries such as Holland, Germany and France.

#### **Core Audience Groups**

There are three core markets for this museum:

- Older retired people, who have time to spend
- School groups; the museum has a dedicated education officer who works 3 days per week.
- Families. The museum produces activity sheets and competitions for children.

### **Marketing Initiatives**

The museum says that it does very little proactive marketing, although it did acknowledge a marketing spend of £7k to £8k per annum, out of a turnover of £200k.

The primary marketing initiatives are:

Printed Leaflet [DL format]	10,000 print run. There is no professional distribution company and all leaflets are distributed in-house out to tourist information centres.
Press Coverage	This is all reactive coverage in response to requests from major TV networks (BBC/ITV) to film at the house. The Trust undertakes no pro-active PR campaign. Films such as 'Becoming Jane' have had a positive impact on visitor numbers
Brown Signs	The museum has good road links but poor public transport. They cited brown signs as very important in encouraging passing trade.
Local Advertising	Advertisements are booked in two specific magazines; Heritage and Realm at a cost of c £400 each.
Partnerships	The museum cited partnership building as very important to its marketing. These included good links with the tourism and economic development units at the County and district councils in Hampshire, Winchester Cathedral, other tourist attractions. The museum set up shared experience linkages with both the Wordsworth Trust and Dove Cottage in Cumbria and the Dickens Trust in London. Both have been invaluable to Jane Austen's House museum.
Education Service	The museum has a very impressive, award-winning education programme which is tailored to each school's needs. Last year the museum had 40 school visits last year (75% secondary, 25% primary). It has won the Sandford award for Heritage Education. The judges described "proficient, stimulating and relevant programmes that encourage full engagement through close observation, handling sessions and the use of costumes".  <b>Key stage 1:</b> History topics; What were homes like long ago?; Toys <b>Key Stage 2:</b> Creative Writing <b>GCSE and 6th Form:</b> Social, cultural and historical background to Jane Austen.  Services offered include:  <b>For Key Stage 1 and 2:</b> A teachers' Pack • Images, Activities and Resources to use in the classroom • Real and replica objects for handling and display  A school visit by staff member  A visit to Jane Austen's House

	<ul style="list-style-type: none"> <li>• Dress in period costume</li> <li>• Tour of the house</li> <li>• Writing workshop</li> </ul> <p>Optional dance workshops at Chawton House</p> <p><b>For GCSE and 6th Form:</b></p> <p>At Jane Austen's House</p> <ul style="list-style-type: none"> <li>• PowerPoint presentation on background to Jane Austen</li> <li>• Tour of house</li> <li>• Workshops relating to dress, manners and use of herbs</li> <li>• Handling of real objects</li> </ul> <p>At Chawton House Library</p> <ul style="list-style-type: none"> <li>• Dance workshop in replica clothes</li> <li>• Short Tour of ground floor rooms</li> <li>• Talk in the library</li> </ul>
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### ***Lessons for Epworth Old Rectory***

- The fame of the individual has been the key to this museum's success. EOR needs to ensure that it can make the subject available in as wide a context as possible. In particular the hymns and the music of Charles Wesley could be developed in this way as well as the social history of the era.
- An effective, tailored education programme can help to bring life and presence to the subject and has an ongoing marketing benefit.

## 8 The Vision

In early discussions regarding this audience development plan it was agreed that a shared vision should be clarified amongst the trustees.

For the purposes of this plan a **shared vision** was defined as being a vivid picture of an aspirational future, which should:

- Bring clarity to the future
- Inspire people to work towards it
- Guide decision-making

### 8.1 Trustees Vision

As a starting point to developing a vision the trustees at EOR met on 13th March 2007, a full note of which is included in appendix 9. Topics of discussion at this point focussed on two main areas; the unique qualities of the Rectory and its future development.

The unique qualities of EOR can be summarised into four categories as follows:

- The story of the Wesley family and their influence
- The architectural significance of the Queen Anne House
- An understanding of the social history of the era
- The impact of the church on wider society; education, prison reform, medicine, slavery, social reform, music

The trustees also discussed future development at EOR in the following ways:

The overall concept of EOR was defined as 'a step back into the past' in order to consider the future. By offering 'the best preserved Queen Anne house in the country' and an understanding of the Wesley's and their influence it will enable people to understand their place in today's society.

In addition to a need to improve 'interpretations in the house to bring it alive' they also wanted visitors to see:

- How people lived in the 18<sup>th</sup> century
- Improved facilities including a visitor's centre
- Knowledge, accessibility and warmth

In terms of new developments the trustees envisaged many ideas and potential marketing opportunities. These are underpinned by a common theme that EOR should be seen as a place where people can work actively together and one which is very much at the heart of the community it serves. The need to work with the community was emphasised because it was recognised that community facilities in Epworth itself are currently limited.

## 8.2 Visioning Workshop

Following initial investigation by all three external consultants working on the HLF Project Planning Process, a visioning workshop was held on 11<sup>th</sup> June 2007. The purpose was to share findings to ensure both a united vision and an integrated approach to the project plan.

The workshop was attended by representatives from each consultancy, representatives from the EOR trustees, the curator and project co-ordinator at EOR.

The shared vision for EOR was further defined as being a place that :

1. Is **welcoming**; this relates to both the physical building as well as the personal welcome from staff and volunteers.
2. Has a **flexible** approach; the ability to recognise that a tailored approach is necessary to meet the different needs of visitor groups, such as appropriate pricing options, multi purpose space
3. Enhances **knowledge** and **understanding**; work on different levels to develop knowledge in an appropriate way. This may include widening the remit to include political, social, literary context of the Wesley era or it may include the introduction of interactive interpretations or a handling collection to engage school children.
4. Is financially **viable**; the need to create new income streams and opportunities for funding.
5. Has a clear point of **difference**; the need to develop clear selling points which may differ between visitor types.
6. Offers a memorable **experience**; create a place that is a talking point. It has a presence and delivers a real experience.
7. Develops a **partnership** approach; this works on different levels. EOR can invite community involvement by offering facilities. It can also develop links with other heritage attractions such as the newly re-developed English Heritage properties and the newly formed Area Tourism Partnership
8. Focuses on a **broader range of priority visitor groups**.

The priority visitor groups will be discussed in more detail in section 12. At the visioning workshop they were defined as:

- Active older people; retired or semi retired
- Families
- Community users
- Tourists; day and short breaks
- Educational users
- Religious enthusiasts

It was also recognised that to be fully inclusive and community focused it was important for EOR to broaden its range of visitors and engage with hard to reach groups who are present in the

area, and key influencer groups such as the press and group organisers. Again, these will be discussed further in section 11.1.

To deliver this vision the group discussed many physical changes and improvements to the interior and exterior of the buildings and gardens at EOR. It was agreed that this audience development plan would be based on the following assumptions with regards physical changes:

#### **Improvements to existing facilities**

- A larger entrance area for meeting visitors and orientation.
- Increased car parking including provision for disabled and families.
- A larger shop catering for each of the priority visitor groups.
- Improved toilet areas with parent friendly facilities such as baby changing.
- Development of a 'real life', working kitchen for events and demonstrations.
- Comfortable seating areas on each floor.

#### **Introduction of new facilities:**

- A lift to extend access particularly to the first floor. Second floor access was not thought to be essential.
- A cafe (not a restaurant) overlooking, or extending into the gardens, serving light lunches, snacks and refreshments. Ice-cream was noted as a gap currently not offered by other local attractions.
- A meeting space which could be used for educational training/lunch room, private hire, community use.
- A private 'quiet' area for contemplation or prayer. Other suggestions included space for writing prayers, writings, meditation.
- An outdoor space for performances; concerts and drama, and picnics.
- An outdoor play area for children. Suggestions included a labyrinth and a controlled play area (in partnership with the Council).
- Nature trails/nature reserve area in the grounds.
- Provision for horse and cart rides around the grounds or along the sites of the Wesley trail.
- Audio visual and computer facilities.

#### **Improvements to the Interpretations**

- Presentation of the 1709 building as a home. This would not be an affluent house but would be representative of the 18<sup>th</sup> century era.
- Increased interpretation regarding the Wesley family and early Methodism.
- Recreation of the childrens' rooms
- Music through hymns, instruments or events involving visiting choirs.
- Period toys.
- Information on the social, political and economic context of the era.
- Information on Susannah and her influence on education, particularly for girls
- A handling collection for school use.
- Development of Samuel Wesley's study, including books from the library on display. [Note. Although there is an interesting collection of books in the current library area, it was not deemed to warrant developing the library into a research or study centre.]

**Reallocation of existing interior space such as:**

- Removal of the curators accommodation from within the Rectory
- A room for the guides and volunteers to meet and rest
- Storage facilities

## 9 Gap Analysis

Having conducted the market assessment and having clarified a vision for EOR, this section considers the gaps between the current product - and its delivery - as well as the key barriers and key issues for audience development.

In order to do this a full SWOT analysis was undertaken and is included in appendix 10. This includes the internal strengths and weaknesses at EOR, as well as the external opportunities and threats facing the museum.

### 9.1 Barriers to Audience Development at EOR

There are six main categories of barriers to audience development at EOR, as follows:

#### 9.1.1 Physical Barriers

*Location of the site:*

- Although an attractive, market town in an area which is growing in visitor numbers, Epworth is not part of the main tourist trail that encompasses York or Lincoln Cathedral.
- Despite being one of the most important Methodist sites EOR is not always included in Methodist tour groups who focus on lesser known sites in Oxford and the South West.
- Epworth is not far from main access roads and yet access to The Old Rectory is inhibited due to poor signage, which is poor and inconsistent. This is particularly true once visitors are actually in Epworth, where it is difficult to navigate through the narrow high street trying to locate the museum.
- Public transport is limited to local and infrequent buses. The nearest rail links are at Crowle and Doncaster.

*Layout of the Building:*

- The current layout and orientation of the building is difficult for people not only who have physical disabilities but also for mainstream older people who find it difficult to walk long distances or negotiate steep stairs. Specific problem areas are discussed in more detail in the Access Report, but in particular, those areas that are off-putting for increased visitors include:
  - Uneven floors and walkways throughout the building, especially doorways. Outside paths to the garden areas and toilets are also narrow and overgrown in areas.
  - The lack of access to upper floors for those with disabilities, and the steep staircase to the second floor.

- Bottleneck areas such as the entrance area, staircase and first floor corridors. If audiences are increased, a through-flow of traffic needs to be considered to ensure these are not made worse.
  - The outside toilet facilities
  - The occupation of a number of rooms by the curator
- Despite the fact that an overwhelming majority of visitors said they felt welcomed at EOR the initial impression is dark, cold and unwelcoming. For many people the closed front gate and front door, heighten a perception that the museum is also closed to the public. This belief came out very strongly in the family consultation.

*Lack of Facilities:*

- The analysis of competitor visitor attractions and comparator venues, as well as the consultation process all indicate a lack in the provision and quality of standard facilities at EOR, now expected by all types of visitor. There is also a lack of specialist facilities to make EOR attractive to specific target groups, or to help it stand out as a visitor attraction.
- Standard Facilities that are lacking include:
  - Ample car-parking with provision for disabled users, families, coaches
  - Indoor toilet facilities
  - An attractive cafe area serving refreshments, and light meals
  - An attractive shop selling a wide range of 'mainstream' merchandise
- Specialist Facilities that are lacking include:
  - A training room for educational users and school groups
  - Modern conference and meeting facilities for community groups to hire with appropriate technology requirements

## **9.1.2 Organisational Barriers**

Whilst there is undoubtedly a lot of commitment and hard work being put in to EOR on many levels in the organisation, there are a number of areas which hamper its audience development.

- Although the staff and trustees at EOR are approachable, there is a lack of effective, strategic partnerships both in the immediate locality and the wider region.
  - On a local level, although the relationships between St Andrews, Wesley Memorial Church and other attractions are good, these organisations all appear to be acting in isolation; producing and distributing their own literature, for example. A stronger, co-ordinated approach is required to proactively drive initiatives forward, and share resources and expertise for the benefit of the whole.
  - On a regional level there are few links with the public sector. Regular communication with the local authority and regional development agency are essential not only to support the development process at EOR but also to ensure EOR is always front of mind when other related tourism initiatives are

being developed. This is particularly important in light of the recent removal of Epworth from the Renaissance Market Town Process. Another example of an initiative, which EOR should be involved in, is the new Area Tourism Partnership which states promoting Epworth's status as the home of John Wesley as one of the main ways in which it hopes to make the South Humber bank more attractive to a wider range of visitors.

- EOR lacks a consistent, strategic marketing campaign which it needs in order to reverse the decline in visitor numbers.
- Current marketing work is one of many jobs undertaken by the curator, making it difficult to spend time and focus on.
- Marketing is not an area of expertise for current personnel.
- The sheer number of volunteers takes a lot of management time and this prevents the curator from focusing on areas of personal expertise, such as education, research and writing.
- There is no allocated budget for marketing activities. The actual spend at c. £2k is not high enough to reverse a decline in audience numbers.
- The opening times at EOR are difficult for the public to remember and the closure for lunch during the three months of the 'open' season is confusing and adds to the overall closed feel of the house.

### **9.1.3 Cultural Barriers**

- EOR is currently branded as a niche, religious museum. Although there is some evidence of growing Methodist markets overseas, UK Methodism is in long term decline and neither is enough to sustain EOR on its own.
- The promotion of EOR emphasises the 'quietness' of the place. The main message on the EOR promotional leaflet is "It's peaceful now ..." and the garden is promoted as being part of 'The Quiet Garden Movement'. Whilst this is motivating to religious visitors who are moved by the experience currently offered at EOR, it is not attractive to the majority of mainstream visitors for whom social interaction, a place of activity and appropriate 'noise' is important. This is particularly true of the family groups who were concerned their children would inevitably be noisy and would disturb others. This group also said they wanted to see other people visiting EOR.
- Linked to this is the formality of the current museum experience at EOR. One of the main reasons cited in the MORI research as preventing visitors from attending museums was a lack of time. If EOR could adopt a more flexible approach by allowing visitors either to tour around on their own, take an audio tour or just 'pop-in' to visit the shop or the cafe, this will help to increase audiences and revenue.

- Another significant barrier to broadening the visitor base is the Methodist restriction on alcohol. This severely limits the development of EOR for mainstream functions, such as weddings, private dinners and celebrations, a useful and lucrative additional income stream.

#### **9.1.4 Intellectual Barriers**

One of the main barriers to mainstream audience development at EOR is the current lack of an experience or real understanding and presence of the Wesley heritage and era. This is driven by two factors; the fact that there is very little to see or do at EOR, and the poor quality of the information on offer.

- Lack of things to do or see;
  - The access report showed that less than 50% of current rooms are currently available for visitor use and interpretations. Far too many rooms have 'back office' functions such as the curator's living quarters, the guides room and the office.
  - There is very little original furniture from either the family, or the era which is important for portraying how the family used to live.
  - There are no activities for visitors to participate in such as; audio guides, modern interactive displays, costumes, letters or books to read, toys and music to play, quiz/activity sheets for children, a handling collection for schools.
  - Current interpretations are poorly displayed in old fashioned cases.
  - Labelling and information panels about artefacts is also poor. There is no facility for individuals to source more detailed information if required.
- There is a lack of quality and consistency to the information currently on offer;
  - There is an inconsistency in the era of the decor on display. In particular, lighting and decor from the 1950s were mentioned in the consultation as being incongruous.
  - Analysis conducted as part of the conservation planning process has shown that a number of artefacts currently presented as belonging to the Wesley's are not actually the case.
  - Likewise a number of the anecdotes and stories included in guided tours have also been proved to be inaccurate.

#### **9.1.5 Sensory Barriers**

- There are no facilities at EOR currently for those with sensory impairments, such as a hearing loop or braille signs.
- There are no language translations available.

#### **9.1.6 Financial Barriers**

- The lack of frequent public transport links is a barrier for those people who do not have access to a car, particularly those in the hard to reach groups.

- The proximity of newer, 'destination' attractions such as Water's Edge which are free of charge, means that visitors may find it increasingly difficult to justify spending out on the entrance fees of smaller, less comprehensive specialist museums.

## **9.2 Summary of Key Issues to Consider in Future Audience Development**

1. How can EOR change its perception as a niche, specialist museum to that of a mainstream visitor attraction?
2. Which visitor groups should EOR focus on, and what will attract, recruit and retain these groups in the long term?
3. How many visitors does EOR need to sustain the museum in the future?
4. How will EOR avoid any potential conflicts between new and existing audiences?
5. What organisational changes need to be made to help audience development?
  - i. How can we ensure the continued enthusiasm, motivation and commitment of internal staff and volunteers?
  - ii. What training is required?
6. How much will it cost to broaden its audience base?
7. How can EOR minimise the impact of a potential period of closure whilst physical re-development and building takes place?
8. How will an audience development programme be monitored and evaluated?

## 10 Objectives for Audience Development

### ***Mission***

To preserve, record and exhibit the material heritage of John Wesley, his family and Methodism, to inspire present and future generations.

### ***Goals***

- To position EOR as a unique and credible museum attraction for **everyone** to enjoy and learn from and;
  - To create a sustainable, financially viable heritage attraction.
  - To be perceived as a museum which is inclusive and accessible to all.
  - To develop a reputation for offering a welcoming, valuable and memorable museum experience.
  - To increase awareness and build a profile amongst a broader range of audience groups.
  - To create mutually beneficial, partnerships and associations.
  - To support and build upon the active and loyal workforce of staff, volunteers, trustees and stakeholders, by delivering appropriate training needs.

### ***Quantitative Audience Objectives***

A table showing the breakdown and potential growth of audience figures by target group, over a three year period, is included in appendix 11.

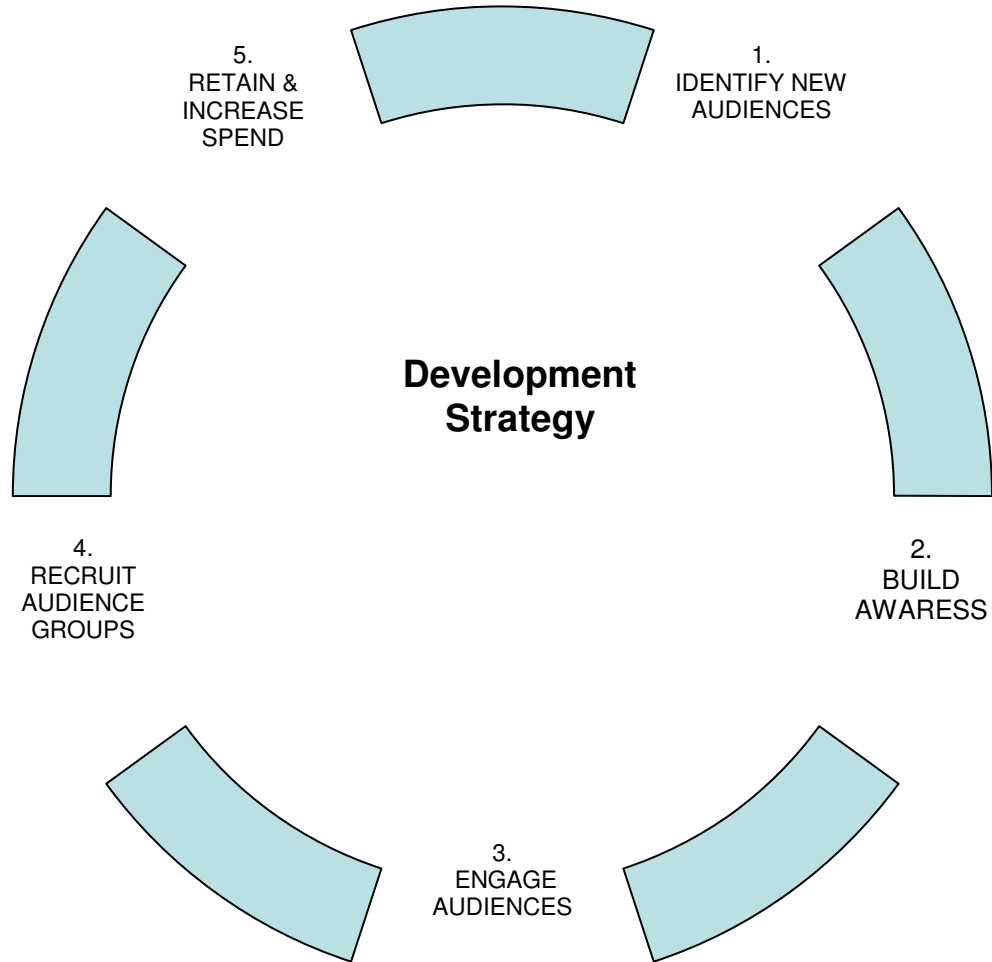
1. To increase overall visitor numbers from 5,000 to 15,000 per annum within three years following development.
2. To increase the numbers of school visits to 15 school visits (10 primary schools and 5 secondary school visits per annum) within three years following development.
3. To increase the number of people from hard to reach groups by 500 per annum overall within three years following development, and to ensure that each hard to reach group is represented within each year's audience figures.

### ***Qualitative Audience Objectives***

1. To ensure that 75% of all visitors sampled score their visit as either 'Excellent' or 'Very Good' in the first year following development, and to increase this to 80% by the end of year three following development.
2. To ensure that any complaints are responded to by staff within 7 days of receipt and reviewed for action within one month.

# 11 Strategies for Audience Development

In order to achieve the objectives outlined in section 10 and build a sustainable audience base at EOR a development strategy which focuses on five distinct areas is proposed.



As the diagram above demonstrates this strategy follows a cycle which begins with identifying priority audiences and follows on to build awareness, engage the audience, recruit audiences and finally retain and increase their spend.

## 11.1 Identify Priority Audience Groups

Table 6 on the following pages lists a number of audience segments that have been identified as being realistic and achievable for EOR to reach. The table also shows the benefits of each group to EOR, what they will expect from a visit, the estimated numbers of each group in the area, and where they can be found.

To ensure that EOR becomes commercially viable it will be important to target:

- Active Retired People
- Families
- Community Figures
- Educational Users
- Religious Visitors

To achieve the vision for a fully inclusive museum which is accessible to all it will be important to engage with 'hard to reach' groups, particularly the low income and socially excluded group which has such a high representation within the core catchment area. The remaining hard to reach groups, although small in numbers, are nevertheless still present in the area and should be included in a development plan, albeit to a lesser extent.

- Young people, aged 15 to 24
- Black and Minority Ethnic Groups (BMEs)
- Inactive elderly
- Disabled communities
- Low income and socially excluded communities

Finally, it will be important for EOR to target groups who are key influencers to visitor groups in general. In addition to the community group these include:

- The press
- Public sector organisations including funding bodies
- Travel Trade

Having identified the priority audiences, it is important to understand the different needs and motivations of each group. In turn this will create a better knowledge of where specific groups can be found, and will help to direct marketing communications by ensuring that relevant and motivating messages are targeted at the right type of person. There would, for example, be little point in sending out information about the Quiet Garden Movement to family groups because this would not motivate them to attend. Likewise educational users are unlikely to be interested in a programme of evening or weekend events.

**Table 6: Proposed Audience Groups for EOR**

<b>Mainstream Groups</b>	<b>Benefits of this Group to EOR</b>	<b>What will they expect from a visit to EOR?</b>	<b>Estimated Number within 30 minute catchment area</b>	<b>Where can we find them?</b>
<p><b><u>ACTIVE RETIRED</u></b></p> <p><b>Acorn Groups included:</b> Affluent Greys Settled Suburbia</p>	<ul style="list-style-type: none"> <li>• A group that is forecast to grow</li> <li>• High level of disposable income</li> <li>• Time to spare and regular visitors to Heritage properties and museums</li> <li>• Loyal supporters and good ambassadors, will pass on recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• A guided tour</li> <li>• Parking facilities nearby</li> <li>• Gardens to enjoy &amp; walk in</li> <li>• Comfortable chairs</li> <li>• A cafe or restaurant</li> <li>• A shop to buy gifts/presents</li> <li>• Somewhere to take friends and grandchildren</li> <li>• Cultural events</li> </ul>	<p>37,973 Affluent Greys 36,660 Settled Suburbia</p> <p>Total = 74,633</p>	<p>Gardening related activities Retail shopping centres Other heritage attractions; English Heritage and National Trust Health and leisure clubs (swimming, gym, golf) Societies and associations Charities Tourist Information centres Coach and group tour operators University of the third age Churches Events (music, literature, theatre) Readers of local magazines Festivals; Winterton Garden Festival</p>
<p><b><u>FAMILIES</u></b></p> <p><b>Acorn Groups included:</b> Flourishing Families Secure Families Blue Collar Roots</p>	<ul style="list-style-type: none"> <li>• Have a large network of family and friends to recommend to</li> <li>• Less disposable income but do spend money on worthwhile activities for children</li> <li>• Families are looking for things they can do together</li> <li>• Children are volunteers of the future</li> </ul>	<ul style="list-style-type: none"> <li>• Entertainment for children; interactive and high tech, stories and anecdotes</li> <li>• A cafe</li> <li>• A shop with low priced items for children</li> <li>• Toilet facilities with baby change</li> <li>• Outdoor areas to 'let off steam'; for fun and picnics</li> <li>• A handling collection</li> <li>• Parking nearby</li> <li>• A 'child friendly' informal atmosphere</li> </ul>	<p>37,226 Flourishing Families 56,740 Secure Families 26,200 Blue Collar Roots</p> <p>Total = 120,166</p>	<p>Schools Pre-school and toddler groups Day nurseries Retail centres Other heritage/family day out attractions Health centres Leisure centres Family activity magazines – for the summer holidays Family related websites, e.g. <a href="http://www.mumsnet.co.uk">www.mumsnet.co.uk</a></p>
<p><b><u>COMMUNITY FIGURES AND ORGANISATIONS</u></b></p> <ul style="list-style-type: none"> <li>• Local councillors</li> <li>• Clubs &amp; Assn organisers</li> <li>• Charities</li> </ul>	<ul style="list-style-type: none"> <li>• Able to exert influence on individuals within their group</li> <li>• Can provide a regular source of incremental revenue (e.g. hire of facilities) Have a wide network of contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Space for group meetings</li> <li>• A regular commitment</li> <li>• Catering facilities</li> </ul>	<p>There are 67 support groups and organisations listed on the North Lincolnshire community portal. There are also 43 councillors and many more leisure clubs and societies; Rotary, WI, Lions, Bridge etc.</p>	<p>Epworth Surrounding villages Council</p>

Table 6 continued ...

<b>Mainstream Groups cont...</b>	<b>Benefits of this Group to EOR</b>	<b>What will they expect from a visit to EOR?</b>	<b>Estimated Number within 30 minute catchment area</b>	<b>Where can we find them?</b>
<b><u>EDUCATIONAL USERS</u></b>	<ul style="list-style-type: none"> <li>• Regular visitors</li> <li>• Indirect marketing to family and friends</li> <li>• Trade of low priced goods at the shop</li> </ul>	<ul style="list-style-type: none"> <li>• A handling collection</li> <li>• A training or lunch room c. 35 people</li> <li>• Coach parking</li> <li>• Downloadable resources for teachers</li> <li>• Activity sheets</li> </ul>	<p>In North Lincolnshire there are 83 schools (14 secondary, 46 primary, 2 special schools, 10 junior schools, 11 infant schools)</p>	<p>The council has a list of all schools and headteachers Specialist RE teachers and consultants; Marian Toyne, Ian Till</p>
<b><u>RELIGIOUS VISITORS</u></b>	<ul style="list-style-type: none"> <li>• A valuable existing segment</li> <li>• Emerging markets overseas in affluent areas such as USA, Korea, China.</li> </ul>	<ul style="list-style-type: none"> <li>• A quiet area for prayer and contemplation</li> <li>• Detail on the Wesleys</li> <li>• Greater access to collection</li> <li>• Links with Wesley Trail</li> </ul>		<p>The Methodist Church – contacts in all countries including the UK Specialist tour organisers Church magazines – local, national and international Other Christian churches History societies</p>

Table 6 continued ...

<b>Hard to Reach Groups</b>	<b>Benefits of this Group to EOR</b>	<b>What will they expect from a visit to EOR?</b>	<b>How many within the core catchment?</b>	<b>Where can we find them?</b>
<b><u>YOUNG PEOPLE 15 TO 24</u></b>	<ul style="list-style-type: none"> <li>• Have a high level of disposable income</li> <li>• Social cohesion</li> <li>• Delivering the vision for inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• High Tech gadgetry and gizmos</li> <li>• The Ghost story</li> <li>• PC/Internet access</li> </ul>	1689 Starting Out 875 Aspiring Singles  Total = 2564	Urban areas Workplaces Leisure centres Entertainment venues Youth Forum
<b><u>BMEs</u></b>	<ul style="list-style-type: none"> <li>• Cultural awareness and social cohesion</li> <li>• Delivering the vision for inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to bring a translator</li> <li>• Interest in religion and pilgrimage</li> </ul>	Total = 9,000	Urban areas of catchment; Scunthorpe, Doncaster Via Community Groups, Local Authority workers e.g. Apna Sahara The Multi-Faith Partnership
<b><u>INACTIVE ELDERLY</u></b>	<ul style="list-style-type: none"> <li>• Disposable income to spend in the cafe and shop</li> <li>• Delivering the vision for inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Social contact</li> <li>• A light meal in a cafe</li> <li>• A shop to browse and buy gifts</li> <li>• Gardens to enjoy</li> <li>• Transport arranged</li> <li>• Disabled access</li> </ul>	There are 26,699 people aged 75+ although these are not necessarily inactive and may also overlap with the Active Retired group.	Via families and relatives (ie, via other mainstream groups) Coach tour operators Sheltered housing Old People's homes Health Centres Clubs and societies Voluntary Action North Lincs
<b><u>DISABLED PEOPLE</u></b>	(As for all other groups)	<ul style="list-style-type: none"> <li>• Access to all areas</li> </ul>	There are 1634 people who are unable to work due to disability and 11,552 who are disabled and economically active There are two special schools in North Lincolnshire.	<b>Overlap with all other mainstream groups</b> Community and support groups Health centres Special schools DAISY Lincs Voluntary Action North Lincs
<b><u>LOW INCOME AND SOCIALLY EXCLUDED</u></b>  <b>Acorn Group included:</b> Hard Rise Hardship	<ul style="list-style-type: none"> <li>• Social cohesion</li> <li>• Community strengthening</li> <li>• Delivering the vision for inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• A good day out</li> <li>• Escape</li> <li>• Outdoors and countryside</li> <li>• Free entry</li> </ul>	59,848 Struggling Families 3,768 Hard Rise Hardship  Total = 63,616  NB – the Struggling Families group includes a proportion of older, inactive elderly.	Areas of Deprivation Community Centres Pubs and clubs Voluntary Action North Lincs

Table 6 continued...

<b>Influencer Groups</b>	<b>Benefits of this Group to EOR</b>	<b>What will they expect from a visit to EOR?</b>	<b>Where can we find them?</b>
<b><u>PRESS</u></b>	<ul style="list-style-type: none"> <li>• Free of charge editorial to influence visitor groups</li> <li>• A vehicle for trialling new promotions and ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Regular details of events and stories</li> <li>• Photography</li> <li>• A fast response to enquiries</li> </ul>	<p>All types of media; press, radio, web, TV            Local contacts; news and events            Regional contacts; news and events            National; Arts correspondents            Trade press; Museums, Church, Conservation, Gardening</p>
<b><u>PUBLIC SECTOR ORGANISATIONS</u></b>	<ul style="list-style-type: none"> <li>• Knowledge of funding streams</li> <li>• A wide network of contacts in different areas</li> <li>• Support with joint opportunities (e.g. tourism and heritage)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing communication</li> <li>• Positive feedback to demonstrate that objectives and targets are being met</li> <li>• An example of good practice to showcase</li> </ul>	<p>North Lincs and North East Lincs Council; Economic Development, Planning, Leisure Services (incl Heritage and Tourism), Education, Community Development            Yorkshire Forward            Area Learning Partnership            Area Tourism Partnership</p>
<b><u>TRAVEL TRADE ORGANISERS</u></b>	<ul style="list-style-type: none"> <li>• Facilitators of day trips for large groups</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to major roads and other key attractions</li> <li>• Smooth organisation and one contact to deal with</li> <li>• A comprehensive museum experience (ie. all in one place)</li> <li>• Cafe/lunch facilities</li> <li>• Toilets</li> <li>• Coach parking</li> <li>• Advanced notice of events</li> </ul>	<p>British Travel Trade Fair (annual event)            Direct Mail List            Travel Trade Press (Travel Weekly, Travel Trade Gazette)            Via other attractions            Via existing organisers</p>

## 11.2 Build Awareness

Although there are arguably relatively few museums in the area, the 'Days Out' market in North Lincolnshire is crowded and competitive. If EOR wants to increase visitor numbers it needs to start building awareness of the wider experience it can offer. It also needs to create positive reasons and specific talking points to draw attention to the site. These will differ depending on which group EOR is trying to attract.

There are five geographical areas in which EOR can build profile. The following table shows the audience groups that would be targeted in each area:

**Table 7: Profile Building by Geographical Area**

<b>Area</b>	<b>Target Group</b>
1. Epworth and the immediate locality	Active Retired, Families, Educational Users, Community Groups, Inactive Elderly, Disabled visitors
2. The core 30 minute drivetime area (includes most of North Lincs)	Active Retired, Families, Educational Users, Community Groups, Young People, BMEs, Inactive Elderly, Disabled visitors
3. Yorkshire and Humber region	Active Retired, Families, Educational Users, Religious Visitors
4. UK	Active Retired, and Religious visitors
5. International	Active Retired and Religious Visitors

It will not be possible to build awareness in all areas straight away because it takes time and effort to develop. In the first two years it will be important to develop a strong local profile, as well as adding to existing links with tour operators and group organisers who work on a national and international level. Following this, in years three and four a marketing campaign can be extended out to the wider Yorkshire and Humber region.

## 11.3 Engage with New Audience Groups

Once new audiences start to gain awareness of the site EOR needs to engage with them to start a dialogue and keep their attention for as long as possible. This will be achieved by:

### 11.3.1 Create Relevant Marketing Information

Marketing Information should always be tailored to identified groups. Text should be limited and should focus on the main benefits of a visit to EOR for each particular group. The leadtime for communication, particularly those organising tours should also be carefully planned ahead of time. E-marketing tools, particularly the website, will be a key tool to help engage with audiences,

and should provide a teaser or taste of what the site can provide so that it begins to create a desire to visit.

### **11.3.2 Build Effective Partnerships**

Converting potential audiences into actual visitors will require effective partnership working, particularly if EOR want to attract hard to reach groups. Many marketing initiatives will not work in isolation but will yield great results if they are 'warmed up' with personal contact and recommendations. This was echoed by all of the comparator venues included as part of this study. Staff at the Rectory should aim to research and establish links with organisations in each of the audience groups so that they can foster good relations, understand more about specific needs and tailor the experience at EOR accordingly.

The need for partnership working in the public sector is particularly important in light of the fact that Epworth residents voted to reject the RMT process.

Examples of partnership contacts to be developed are; community development workers, youth workers, Property managers at other attractions, the Economic Development Unit at North Lincolnshire Council.

## **11.4 Recruit New Audiences**

Once EOR has created awareness and engaged with target groups, the next stage is one of recruitment to ensure people actually do **take action** to visit. Two sub-strategies will help do this:

### **11.4.1 Provide a full range of facilities to justify a visit**

These are largely facilities that add to the practical enjoyment of the site. Examples include ample car parking or baby change facilities both of which are barriers for certain groups if they are **not** provided.

### **11.4.2 Create Tailored Incentives to Drive a Decision**

Secondly a catalyst or incentive is often needed in order to drive people to action. Again, any offers or incentives need to be tailored to the needs of each group so that they become 'too good to miss'. Examples of suitable promotions may include:

- 2 for 1 offer at a specific time (e.g. low season)
- Free visits to encourage 'hard to reach' groups
- Discounted or low cost transport
- Free gift for school children

## **11.5 Retain Existing Audiences and Increase their Spend**

### **11.5.1 Maximise the Dwell Time**

Once visitors are actually at the property, EOR should try to maximise the amount of 'dwell time' they spend on site. The more people enjoy their visit the longer they will stay and the more money they will spend and this will further benefit the financial position at the Rectory.

In addition to providing a wider range of facilities, as mentioned above in XXX EOR needs to redevelop its interpretations to ensure that they are;

- accurate and in keeping with the history of the house
- interactive, engaging and a conduit to learning
- fully accessible and practical for people with special needs or disabilities.

### **11.5.2 Create Ownership and Loyalty**

It is also important to encourage interaction, commitment and loyalty towards the property so that visitors will be keen to stay in touch and, if possible, visit again. This will be made possible by the development of loyalty and friends schemes and by regular communication to keep people abreast of the latest news and events.

## **12 Initiatives for Audience Development**

Table 8 on the following pages shows a range of ideas and suggestions which are proposed as realistic ways to deliver each element of the strategy discussed above. The relevance of each initiative to each of the audience groups has also been indicated.

**Table 8: Initiatives By Strategy Type And Audience Group**

	Affluent Greys	Families	Schools	Community	Religious Visitors	BMEs	Young People	Low Income	Disabled	Press	Travel Trade
<b>BUILD AWARENESS</b>											
<b>General Awareness Building:</b>											
Improve signage to EOR from all major road networks	Y	Y	Y		Y				Y		
Proactive and reactive Public Relations campaign. Review and update contacts list. Plan to write 2 or 3 articles per annum.	Y	Y	Y	Y	Y				Y	Y	
Improve new website so that it is attractive to all users. Ensure it will: <ul style="list-style-type: none"> <li>• Include more content, photos and interaction (e.g enquiry/database forms)</li> <li>• Increase traffic to the site</li> <li>• Be updated regularly by EOR staff</li> <li>• Meet DDA requirements</li> <li>• Be measured and evaluated</li> </ul>	Y	Y	Y	Y	Y				Y		
Ensure EOR is included in all web-based and printed directories and What's On Guides in the following areas: <ul style="list-style-type: none"> <li>• Gardening guides</li> <li>• Historic Houses</li> <li>• Tourism</li> <li>• Family activities</li> <li>• Religion</li> </ul>	Y	Y	Y	Y	Y		Y		Y	Y	y
Ensure Representation at Tourist events (e.g. leaflet exchange)				Y							Y
Review distribution of EOR leaflets at TIC and relevant public places and attractions				Y							Y
Attend or 'stand share' with other North Lincs attractions at Travel Trade Fair (to target day coach tour organisers)	Y			Y							Y
<b>Create Talking Points to Increase Awareness:</b>											
Develop a Mainstream Adult Events Programme: <ul style="list-style-type: none"> <li>• Discover Epworth Day (free usage for local community in conjunction with other attractions)</li> <li>• Regular Tea Dances in Garden</li> <li>• Strawberry Tea in Garden</li> <li>• Cooking Period Food</li> <li>• Farmers Market on Glebe land</li> <li>• Community picnics and barbecues</li> <li>• Community Barn Dance with music</li> </ul>	Y	Y	Y	Y	Y				Y		

**Table 8: Initiatives By Strategy Type And Audience Group continued ...**

<b><u>BUILD AWARENESS CONT .../</u></b>	Affluent Greys	Families	Schools	Community	Religious Visitors	BMEs	Young People	Low Income	Disabled	Press	Travel Trade
Develop specialist events such as: <ul style="list-style-type: none"> <li>• Composing workshops</li> <li>• Conservation days</li> <li>• Learn to sing</li> </ul>	Y		Y	Y	Y				Y		
Develop a Childrens' Events Programme: <ul style="list-style-type: none"> <li>• Open Sunday School (mixed activities including arts and crafts)</li> <li>• Taster session with Period Instruments</li> <li>• Cooking/Baking in the kitchen</li> <li>• Gardening activities</li> <li>• Historic Re-enactments</li> <li>• Ghost sleepovers</li> <li>• Ice Cream making/Eating</li> <li>• Horse &amp; cart rides on Wesley Trail</li> </ul>	Y	Y	Y	Y				Y	Y		

**Table 8: Initiatives By Strategy Type And Audience Group continued ...**

	Affluent Greys	Families	Schools	Community	Religious Visitors	BMEs	Young People	Low Income	Disabled	Press	Travel Trade
<b>ENGAGE AUDIENCES</b>											
<b>Create Relevant Marketing Information:</b>											
<ul style="list-style-type: none"> <li>• Create a presentation to communicate the EOR development process (for curator and trustees to deliver to local groups)</li> </ul>	Y			Y						Y	
<ul style="list-style-type: none"> <li>• Create an online resource pack for educational users</li> </ul>			Y								
<ul style="list-style-type: none"> <li>• Create online access to Methodist sermons , (past and present) or downloads of hymns</li> </ul>					Y						
<ul style="list-style-type: none"> <li>• Review existing printed 'tourism' literature with North Lincs.Tourism team to ensure relevance to audience groups and include vouchers. Consider dedicated 'family' leaflet.</li> </ul>	Y	Y	Y	Y	Y						
<b>Partnership Building:</b>											
<ul style="list-style-type: none"> <li>• Create a joint outreach programme for schools with St Andrews and Wesley Memorial</li> </ul>											
<ul style="list-style-type: none"> <li>• Organise cultural exchange days with different faith groups, eg. World Food Day</li> </ul>		Y	Y	Y	Y	Y	Y		Y		
<ul style="list-style-type: none"> <li>• Create an ideal coach 'day out' in conjunction with other complementary attractions (e.g. Heritage/shopping/lunch)</li> </ul>	Y										Y
<ul style="list-style-type: none"> <li>• Offer free visits to specific community groups</li> </ul>				Y		Y	Y	Y			
<ul style="list-style-type: none"> <li>• Arrange familiarisation trips to re-launch EOR to key influencers such as the press, public sector workers, community groups, group organisers</li> </ul>			Y	Y						Y	Y
<ul style="list-style-type: none"> <li>• Explore opportunity for creating a Community Garden (incl. pond and wildlife) for local schools and groups to create, develop and use together</li> </ul>		Y	Y	Y							
<ul style="list-style-type: none"> <li>• Explore opportunity for inviting local groups to host regular coffee mornings (e.g. WI)</li> </ul>				Y					Y		
<ul style="list-style-type: none"> <li>• Explore opportunities to link with community transport schemes</li> </ul>		Y		Y				Y	Y		

**Table 8: Initiatives By Strategy Type And Audience Group continued ...**

	Affluent Greys	Families	Schools	Community	Religious Visitors	BMEs	Young People	Low Income	Disabled	Press	Travel Trade
<b>RECRUIT MORE VISITORS</b>											
<b>Provide Appropriate Museum Facilities:</b>											
• Create ample car parking and provision for disabled, family, coach parking spaces	Y	Y	Y	Y	Y	Y			Y		Y
• Improve toilet facilities including provision for baby change											
• Install a lift to open up and extend access to upper floors											
• Create a quality cafe serving refreshments and light snacks, with separate entrance	Y	Y		Y	Y	Y	Y	Y	Y		
• Improve and extend the retail facility to provide for all groups, especially school children, parents and grandparents. Create a modern environment, seasonal stock and a separate entrance.	Y	Y	Y	Y	Y	Y			Y		
• Develop indoor and outdoor play areas for pre-school and school age children (e.g. soft play, games room with period toys, adventure play area)	Y	Y	Y	Y				Y	Y		
<b>Create Tailored Promotions in Local, Regional Press and Printed leaflets:</b>											
• 2 for 1 offer in low season	Y	Y		Y	Y			Y	Y		
• Early bird bookings for tour groups											Y
• Children go free with one paying adult	Y	Y						Y			
<b>Create low cost 'memory' gifts for school children to communicate the EOR experience back to parents. E.g. badge, pencil, carrier bag.</b>											
<b>Clarify and promote free use of the garden, cafe and shop without paying the museum entrance.</b>	Y	Y		Y							

**Table 8: Initiatives By Strategy Type And Audience Group continued ...**

	Affluent Greys	Families	Schools	Community	Religious Visitors	BMEs	Young People	Low Income	Disabled	Press	Travel Trade
<b>RETAIN AND INCREASE SPEND</b>											
<b>Maximise Visitor Dwell Time:</b>											
<ul style="list-style-type: none"> <li>• Develop a flexible function facility which could be used for :               <ul style="list-style-type: none"> <li>○ Business meetings</li> <li>○ Special occasion events; e.g Christenings, birthday parties,</li> <li>○ Community group meetings</li> </ul> </li> </ul>	Y	Y		Y							
<ul style="list-style-type: none"> <li>• Develop a training room or lunch room for schools with access to audio visual and PC facilities. (a shared resource with St Andrews and Wesley Memorial)</li> </ul>			Y								
<ul style="list-style-type: none"> <li>• Develop a quiet room (in the main house) with comfortable chairs and a view over the garden, for contemplation and relaxation. Private (Audio) access to Methodist teachings available.</li> </ul>	Y				Y				Y		
<ul style="list-style-type: none"> <li>• Review, increase and create new interpretations to meet the needs of a modern and diverse audience. Consider introducing:               <ul style="list-style-type: none"> <li>○ More exhibits, especially furniture, books, letters, paintings</li> <li>○ Temporary exhibitions</li> <li>○ language translations</li> <li>○ Activity sheets and puzzles for children</li> <li>○ A handling collection</li> <li>○ Interactive displays; a working kitchen, hymns from the era</li> </ul> </li> </ul>											
<b>Create Ownership and Loyalty:</b>											
<ul style="list-style-type: none"> <li>• Set up a simple database in electronic format and begin to collect email addresses and marketing information</li> </ul>	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y
<ul style="list-style-type: none"> <li>• Start a monthly e-bulletin to invite people to events and functions</li> </ul>	Y	Y									
<ul style="list-style-type: none"> <li>• Develop an online shopping facility for Wesleyan gifts</li> </ul>											
<ul style="list-style-type: none"> <li>• Develop a cost effective season ticket</li> </ul>	Y	Y		Y							
<ul style="list-style-type: none"> <li>• Extend the existing Friends scheme to incorporate exclusive benefits e.g. social events, talks and discounts in the cafe, shop, function facilities.</li> </ul>											
<ul style="list-style-type: none"> <li>• Develop a loyalty card entitling the holder to a free visit in every five</li> </ul>	Y	Y									

**Table 8: Initiatives By Strategy Type And Audience Group continued ...**

Create ownership and loyalty cont...	Affluent Greys	Families	Schools	Community	Religious Visitors	BMEs	Young People	Low Income	Disabled	Press	Travel Trade
<ul style="list-style-type: none"> <li>• Develop a programme of regular weekly events (an extension to those listed under Building Awareness):               <ul style="list-style-type: none"> <li>• History lectures or guest speakers from religious organisations and groups</li> <li>• Conservation demonstrations/workshops</li> <li>• Arts, craft, music workshops/training days</li> <li>• Film screenings</li> <li>• Holiday fun courses for school children and parents</li> <li>• Sunday school sessions for children</li> </ul> </li> </ul>	Y	Y	Y								

## 13 Recommendations

### 13.1 Marketing Recommendations

The ability to deliver the initiatives listed above will depend on available resources in terms of time and budget. Before starting any element of the marketing campaign EOR needs to be certain about the 'product' or museum experience it is developing, as well as the core markets it is targeting. The recommendations below are divided into those initiatives that can be started now, in the pre-development phase, and those which should be undertaken in the first year post development.

It is very important to plan the marketing campaign carefully to ensure that potential visitors are not encouraged to visit too early and that the 'new' museum is in place **before** initiatives to attract visitors are put in place.

#### ***Pre-Development: Year 1***

<b>Initiatives</b>	<b>Type of Role</b>	<b>Budget Guide</b>
<b>Database Development</b> <ul style="list-style-type: none"> <li>• Set up electronic mailing list to collect email addresses, and measure popular marketing methods</li> <li>• Start monthly e-bulletin to keep mailing list and 'friends' informed of progress and events</li> <li>• Compile list of all community groups within 30 minute drive-time area</li> <li>• Compile list of coach tour operators organising mainstream day tours or mystery tours. Research where they currently go, and what they want from a tour</li> </ul>	Volunteers Curator Volunteers/ Marketing Marketing	Staff time Staff time Staff time Staff time
<b>Partnerships</b> <ul style="list-style-type: none"> <li>• Set up meetings with suitable partners; North Lincolnshire Tourism, other attractions, Lincoln and York Cathedral, Area Tourism Partnership, to explore joint initiatives, e.g. co-ordinate a list of coach tour options</li> <li>• Organise exhibition in local library/Tourist Information to communicate EOR development</li> </ul>	Marketing Marketing/curator	Staff time £500





## 13.2 Roles and Responsibilities

It is not possible to realise the full potential of the audience development campaign at EOR without the full support of all trustees, staff, volunteers and stakeholders.

It is equally important for a successful museum to have charismatic, dedicated and suitably skilled staff to take decisions and lead future development.

The nature of much of the work in the first two years is marketing and communications focussed and as such it is recommended that a Marketing Officer, or agency, with heritage experience is recruited on a project basis, part-time for two years. This role is likely to be supplemented with help from volunteers during events and busy times.

In addition to this the St Andrews audience development plan justifies the potential for developing school activities at the Wesley sites in Epworth. EOR would benefit from the services of an education officer as a shared resource on a part-time basis, although it is recognised that this is an area of expertise for the current curator who may like to assist with this if other areas of work (e.g. marketing) were no longer part of the remit.

In addition to this, as the museum develops other roles may be required such as a catering manager, with the necessary expertise to manage the cafe, and an Administrator/Retail manager to oversee areas of additional revenue such as the shop, and room hire.

Volunteers should be encouraged as an invaluable source of help in developing audiences at EOR. As well as delivering the popular guided tours, either on request or to pre-arranged groups, volunteer help will continue to be needed with front of house, catering, retail and event management functions. Nevertheless, it is also recommended that the role of a volunteer is clearly established, and that support and training is extended to both paid staff and volunteers wherever necessary.

As a conduit to encouraging a wider visitor base at EOR it would be a good idea to actively encourage different types of people, who reflect the new audience groups – such as younger people or people from a non-religious background – to join the volunteer group.

## 13.3 Conflict and Change Management

Whatever the level of development the trustees decide to take it is important that it is sustainable from both a financial **and** organisational point of view. The level of change suggested in this plan will inevitably lead to some issues, both internally as well as externally between different audience groups.

To minimise internal organisational issues it is recommended that an internal communications strategy is put in place in order to establish and communicate new roles and structures, management processes and required standards of delivery.

At the same time it will be important to plan the timing of all marketing activity carefully to minimise potential conflict between visitor groups. By considering the needs and profile of the audience types it is possible to accommodate different types of visitor, not only at different times of year, but also more specifically on different days and times.

Family friendly activities, for example, should be focussed upon weekends as well as the summer and half term holiday periods (c.10 weeks), whereas peak times for older people or religious visitors should be directed towards weekdays during term times (c. 22 weeks). Working people may well use facilities at lunchtime or during evenings, whereas parents with young children are interested in morning activities. Although it is not possible to eliminate all conflict, the re-organisation of the building and the provision of specific 'activity' rooms for quiet prayer or music and educational training, should also allow for different user groups to enjoy a visit at the same time.

## 13.4 Evaluation

In order to understand the full effect of the redevelopment work over a period of time, an evaluation framework is proposed. Ultimately the success of any attraction or campaign is determined by two factors; the strength of the business strategy and the effectiveness of the marketing methods used.

The table below lists the various measures that should be monitored. It is recommended that these measures are put in to place with immediate effect so that results can be compared over time.

It should be noted that is not always possible to measure the effectiveness of certain initiatives. Tactics which are designed to build profile and awareness do not necessarily lead to an immediate increase in visitor numbers because they are intended to build a general knowledge and positioning for the attraction over a period of time.

What to Measure	How?	When?	By Whom?
<b>Visitor Numbers:</b> <ul style="list-style-type: none"> <li>Daily count of paying visitors (adults/children/family tickets)</li> <li>Free of charge tickets</li> </ul>	Figures logged on a weekly basis on spreadsheet	Figures should be compiled monthly and compared year on year.	Volunteers/curator
<b>Overall Visitor Satisfaction</b> <ul style="list-style-type: none"> <li>Continuous monitoring of visitor experience</li> </ul>	Self completion questionnaire (print) handed out to a sample of 100 visitors.	Every two months during opening period	Volunteers/curator
<b>Mailing List</b> <ul style="list-style-type: none"> <li>Continuous monitoring of mailing list data</li> <li>Analysis of postcode data</li> </ul>	Prompt by volunteers to fill out mailing list card	Monitored on monthly basis	Volunteers/curator
<b>Website Statistics:</b> <ul style="list-style-type: none"> <li>No of hits on the website</li> <li>No of enquiries</li> <li>Most popular pages</li> </ul>	Report	Monthly report	Website designer
<b>Telephone Enquiries</b> <ul style="list-style-type: none"> <li>Total no of enquiries</li> <li>Type of enquiry (i.e. individuals and group bookings)</li> <li>How did they hear about us?</li> <li>Conversion rate to pre-paid ticket sales</li> </ul>	Figures logged on weekly basis on to spreadsheet	Figures should be compiled monthly and compared year on year.	Volunteers/ Curator

<b>What to Measure</b>	<b>How?</b>	<b>When?</b>	<b>By Whom?</b>
<b>Additional Revenue</b> <ul style="list-style-type: none"> <li>• Shop sales</li> <li>• Refectory/Function facilities</li> <li>• Other/Miscellaneous</li> </ul>	sales	Monthly report	Volunteers
<b>Marketing Promotions</b> <ul style="list-style-type: none"> <li>• Total print run</li> <li>• Cost of promotion</li> <li>• Total number of voucher redemptions</li> </ul>	Voucher with reference code	Three months following the valid until date	Marketing