



## Unit 9. Visitor attractions

### A. Investigate the nature, role and appeal of visitor attractions

A1. Type of visitor attractions

A2. Scale, scope and appeal of visitor attractions

A3. Ways in which visitor attractions are funded

A4. Importance of additional revenue generation strategies for visitor attractions



**Need to know:**

Identify different types of visitor attractions

Understand the scale, scope and appeal of visitor attractions

Identify ways in which visitor attractions are funded

Explain the importance of additional revenue generation strategies for visitor attractions

**Skill**

Navigating websites and being able to select the relevant information

Researching topics and select relevant information

Working collaboratively in pairs and small groups

Showing knowledge and understanding in a variety of ways: presentations, posters, emails, blogs, discussions etc

**Unit 9 Assessment: key terms**

Term	Definition
<b>Analyse</b>	Presents the outcome of methodical and detailed examination either by breaking down: <ul style="list-style-type: none"> <li>• a theme, topic or situation in order to interpret and study the relationships between the parts</li> <li>• information or data to interpret and study key trends and interrelationships.</li> </ul>
<b>Article</b>	A piece of writing about a particular subject suitable for a magazine or newspaper
<b>Email</b>	A communication that gives information and is written using appropriate technology for a defined purpose, task or activity.
<b>Evaluate</b>	Draws on varied information, themes or concepts to consider aspects such as: <ul style="list-style-type: none"> <li>• strengths or weaknesses</li> <li>• stages or disadvantages</li> <li>• alternative actions</li> <li>• relevance or significance.</li> </ul> Learners' enquiries should lead to a supported judgement showing relationship to its context. This will often be in a conclusion.
<b>Explain</b>	Provide detail and reasons and evidence to support an opinion, view or argument.
<b>Illustrate</b>	Inclusion of examples and diagrams to show what is meant within a specific context.
<b>Justification</b>	Give reasons or evidence to: support an opinion /decision or prove something right or reasonable.
<b>Report</b>	A formal document that is clearly structured and written in appropriate sector language
<b>Travel plan</b>	A structured travel document giving a range of details and information with dates, times and places.

PREVIEW

**Unit 9 Assessment: activities**

**A. Investigate the nature, role and appeal of visitor attractions**

A presentation, with speaker notes, that examines the different types of visitor attractions, showing why they appeal to visitors, how these attractions are funded and evaluates the importance of visitor attractions to the local and national economy.

**PASS**

**A. P1**

Examine the appeal of two different visitor attractions and how they are funded.

**A. P2**

Explain the nature and scope of two different visitor attractions and their contribution to the local and national economy.

**MERIT**

**A. M1**

Analyse the appeal of two different visitor attractions, how they are funded and the importance that visitor attractions have for the local and national economy.

**DISTINCTIVE**

**A. D1**

Evaluate the appeal of two different visitor attractions, the way they are funded and their contribution to the local and national economy.

PREVIEW

## Content

### Learning aim A: Investigate the nature, role and appeal of visitor attractions

#### A1 Types of visitor attractions

- Built attractions: theme parks, museums, galleries, heritage sites, national monuments, cultural heritage, arts, sporting venues, visitor centres.
- Natural attractions: National Parks, Areas of Outstanding Natural Beauty (AONB), coastlines, forests, rivers, canals, lakes, countryside parks, gardens, beauty spots.
- Events, e.g. festivals that attract tourists, sporting events that attract tourists, Meetings, Incentives, Conferences and Events (MICE).

#### A2 Scale, scope and appeal of visitor attractions

- Scale:
  - international, national, regional, local attractions, e.g. Disney® World's Magic Kingdom, Taj Mahal, Stonehenge, Robben Island, ZSL Whipsnade Zoo, RHS Garden Wisley, the Library of Birmingham, Peasemere Beach Blackpool
  - ownership: public, private, voluntary/not for profit
  - size and complexity of attractions
  - contribution to the local and national economy: tertiary/quaternary, primary and secondary, reflected in the multiplier effect. Scope:
    - development, e.g. new visitor centres, other amenities
    - diversification, e.g. exhibition, special events, conservation
    - regeneration areas, e.g. Albert Docks Liverpool, Cardiff Bay, City Centre and Museums, World Trade Center New York.
- Appeal:
  - accessibility, location, opening times, transport links, pricing strategy, special offers, indoor and outdoor facilities
  - special events
  - popularity, including trends, image and reputation, repeat business.

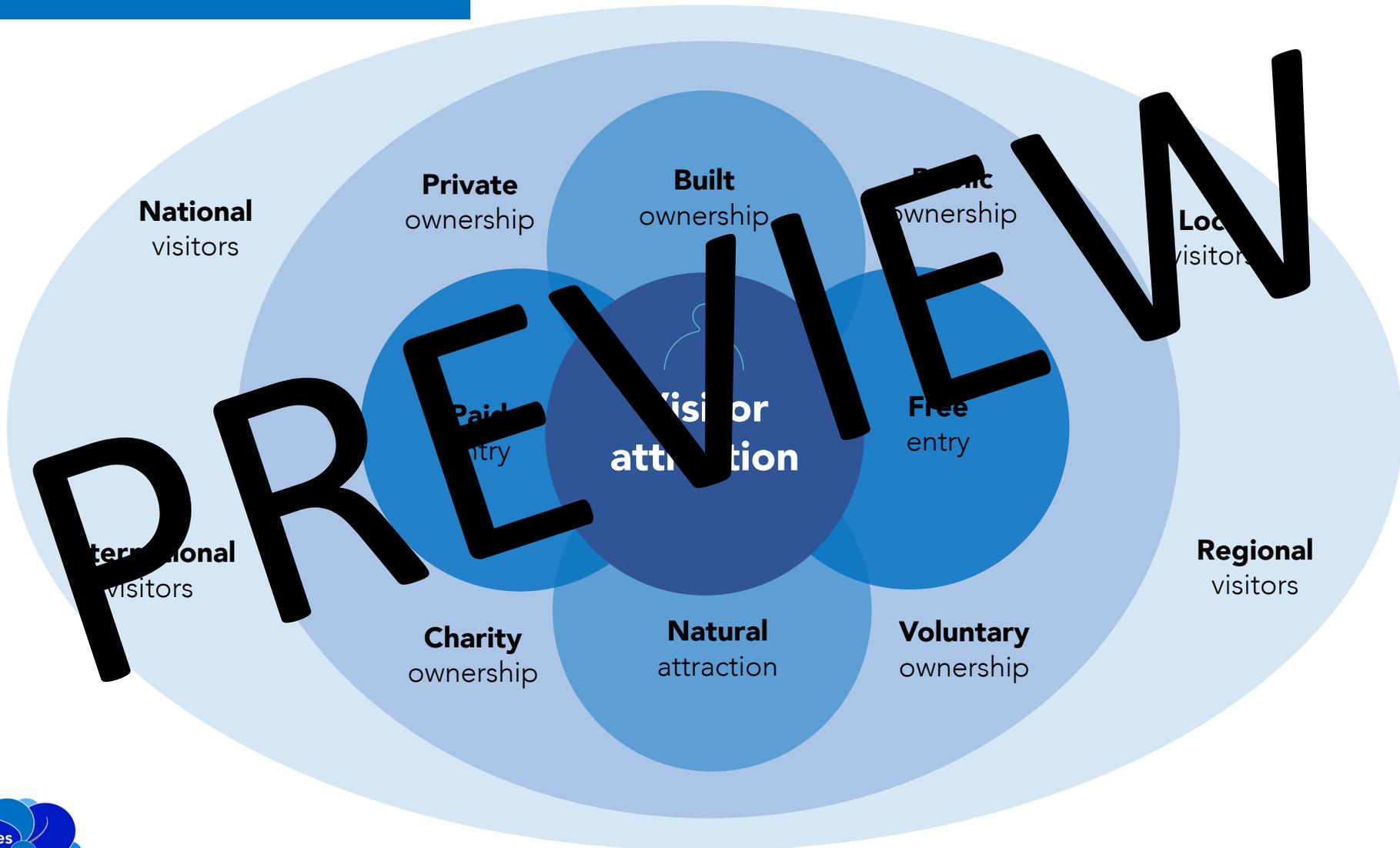
#### A3 Ways in which visitor attractions are funded

- Funded from external organisations:
  - Department for Media, Culture and Sport (DCMS), VisitBritain, National Lottery, EU Funding
  - Growth Programme: grants for the rural economy
  - trusts, e.g. The National Trust, Heritage Lottery Fund, English Heritage, Cadw, UNESCO, Global Heritage Fund.
- Self-funded organisations:
  - charitable trusts, educational charities, e.g. Dynamic Earth, Winchester Science Centre and Planetarium
  - attractions funded only through income from visitors, e.g. Tropical Wings Zoo.

#### A4 Importance of additional revenue generation strategies for visitor attractions

- Additional or new sources of income, e.g. novelty events and exhibitions, offering or expanding on-site accommodation, new merchandising initiatives, venue hire initiatives.
- Importance of additional revenue generation strategies, e.g. provide additional revenue stream to increase profits or allow expansion.

Visitor attractions



## A1. Type of visitor attractions

Visitor attractions come in many forms, and meet the needs of different customers. Customers can be domestic or international. Features and appeal of attractions include relaxation, amusement and education. Attractions are a major employer and generate millions in revenue.

- . Theme parks
- . Museums
- . Galleries
- . Historical sites
- . Heritage sites
- . National monuments
- . Cultural heritage
- . Arts
- . Sporting venues
- . Visitor centres
- . Entertainment facilities

**Built attractions**

**Type of visitor attraction**

**Natural attractions**

- . National Parks
- . Areas of Outstanding Natural Beauty
- . Coastline
- . Forests
- . Rivers
- . Canals
- . Lakes
- . Parks
- . Gardens
- . Beauty spots

**Events**

- . Festivals
- . Sporting events
- . Music events
- . MICE – meetings, incentives, conferences + events

# PREVIEW

### A1. Type of visitor attractions

- . Theme parks
- . Museums.
- . Galleries
- . Heritage sites
- . Arts
- . National monuments
- . Cultural heritage.
- . Sporting venues
- . Visitor centres



A1. Type of visitor attractions

**Built attractions**

- . Theme parks
- . Museums
- . Galleries
- . Heritage sites
- . National monuments
- . Cultural heritage
- . Arts
- . Sporting venues
- . Visitor centres
- . Historical sites

Theme parks	Museums	Heritage sites	Historical sites
<p><b>PREVIEW</b></p>			

A1. Type of visitor attractions

- . National Parks
- . Forests
- . Gardens
- . Areas of Outstanding Natural Beauty
- . Rivers
- . Beauty spots
- . Canals
- . Lakes
- . Coastlines
- . Parks



YouTube



A1. Type of visitor attractions

**Natural attractions**

- . National Parks.
- . Forests
- . Gardens
- . Areas of Outstanding Natural Beauty
- . Rivers
- . Beauty spots
- . Canals
- . Lakes
- . Coastlines.
- . Parks

National parks	AONB	Beauty spots	Water features
<b>PREVIEW</b>			

A1. Type of visitor attractions

- . Festivals
- . Sporting events
- . Music events
- . MICE – meetings, incentives, conferences + events



EVENTS

A1. Type of visitor attractions

Events

- . Festivals
- . Sporting venues
- . Music events
- . MICE – meetings, incentives, conferences + events

Festivals	Sporting venues	Music events	MICE
<h1>PREVIEW</h1>			

A2. Scope, scale and appeal of visitor attractions

- o International, national, regional, local attractions, e.g. Disney®, Taj Mahal, Stonehenge, Robben Island, Whipsnade Zoo, RHS Garden Wisley, the Library of Birmingham, Pleasure Beach Blackpool

o ownership: public, private, voluntary/not for profit

o size and type of attractions

o contribution to the local and national economy: tertiary, quaternary, primary and secondary, reflected in the multiplier effect.

o development, e.g. new rides, visitor centres, other amenities

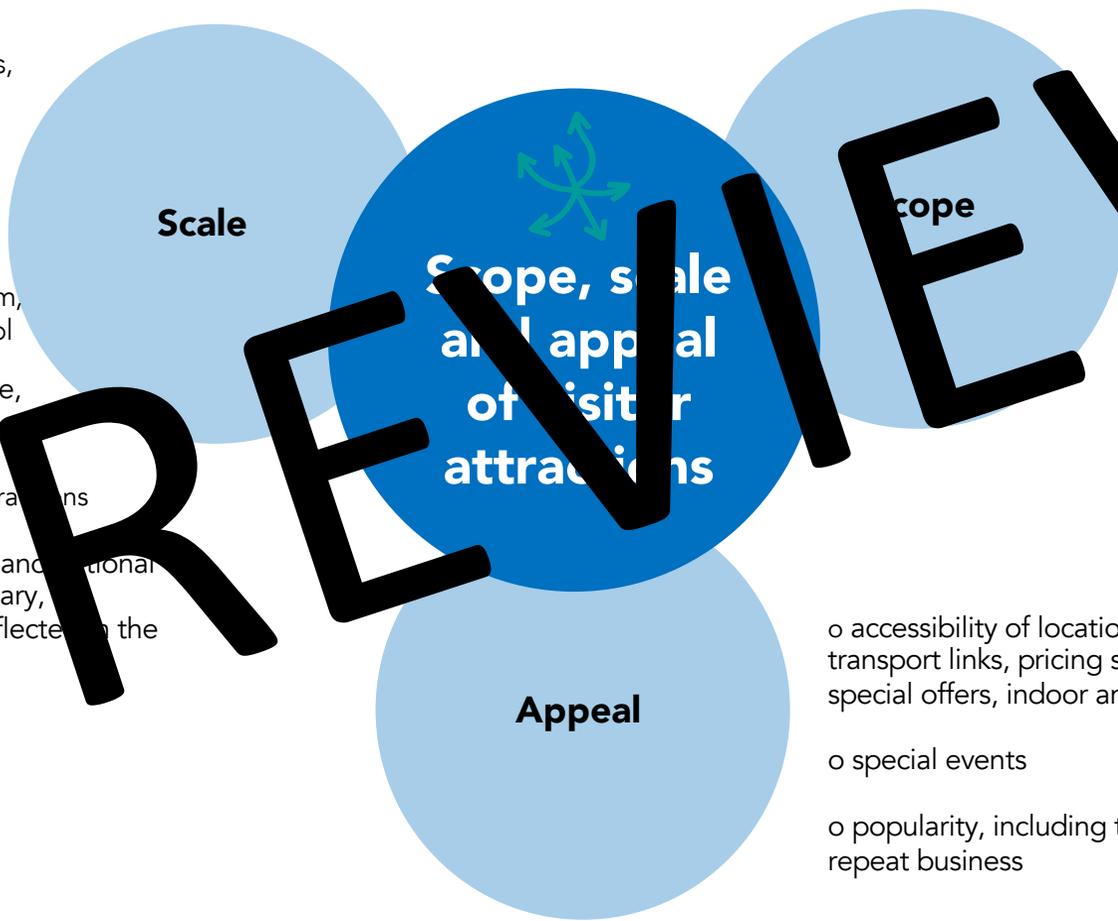
o diversification, e.g. exhibitions, special events, conservation

o regeneration and regeneration, e.g. Albert Dock Liverpool, Cardiff Bay, Bilbao City Centre and Museums, World Trade Center New York.

o accessibility of locations, including opening times, transport links, pricing strategy, special offers, indoor and outdoor facilities

o special events

o popularity, including trends, image and reputation, repeat business



A2. Scope, scale and appeal of visitor attractions

Top free UK attractions

Rank	Name of Attraction	Category	2019 Visitors	2020 Visitors
1	Tate Modern	Museum and/ or Art Gallery	6,098,340	1,431,704
2	Natural History Museum	Museum and/ or Art Gallery	5,423,932	1,296,763
3	British Museum	Museum and/ or Art Gallery	6,239,980	1,275,466
4	National Gallery The	Museum and/ or Art Gallery	6,011,007	1,111,143
5	The Abbey Gardens and Ruins	Place of Worship (still in use)	1,228,564	1,021,040
6	V&A South Kensington	Museum and/ or Art Gallery	1,199,000	872,240
7	Science Museum	Museum and/ or Art Gallery	3,301,975	858,517
8	Somerset House	Historic House/ House and Garden / Palace	2,841,772	724,310
9	Horniman Museum and Gardens	Museum and/ or Art Gallery	952,954	606,329
10	Cannon Hall Museum, Park and Gardens	Museum and/ or Art Gallery	480,561	431,264

Rank	Name of Attraction	Category	2019 Visitors	2020 Visitors
11	Tate Britain	Museum and/ or Art Gallery	1,800,000	396,000
12	Needham Lake and Nature Reserve	Nature Reserve / Wetlands / Wildlife Trips	360,000 (E)	335,272 (E)
13	British Library	Museum and/ or Art Gallery	1,534,860	334,070
14	National Portrait Gallery	Museum and/ or Art Gallery	1,619,694	313,731
15	Land's End	Heritage / Visitor Centre	N/A	286,466 (E)
16	Imperial War Museum London	Museum and/ or Art Gallery	1,073,936	278,797
17	World Museum Liverpool	Museum and/ or Art Gallery	672,514	271,058
18	Ogden Water Country Park	Nature Reserve / Wetlands / Wildlife Trips	270,000 (E)	270,000 (E)
19	Ashmolean Museum	Museum and/ or Art Gallery	930,669 (E)	239,134 (E)
20	National Railway Museum	Museum and/ or Art Gallery	714,379	222,437

PREVIEW

A2. Scope, scale and appeal of visitor attractions

Top paid UK attractions

Rank	Name of Attraction	Category	2019 Visitors	2020 Visitors
1	Royal Botanic Gardens, Kew Gardens	Garden	2,316,699	1,212,855
2	Chester Zoo	Safari Park / Zoo / Aquarium / Aviary	2,086,785	1,182,652
3	RHS Garden Wisley	Garden	1,236,434	993,516
4	ZSL Whipsnade Zoo	Safari Park / Zoo / Aquarium / Aviary	732,672	630,772
5	Tatton Park	Historic House / House and Garden / Palace	500,000 (E)	580,000 (E)
6	ZSL London Zoo	Safari Park / Zoo / Aquarium / Aviary	1,157,076	504,351
7	Longleat	Safari Park / Zoo / Aquarium / Aviary	1,011,314	495,037
8	Westonbirt, The National Arboretum	Garden	566,565	484,533
9	Attingham Park	Historic House / House and Garden / Palace	557,136	483,946
10	Tower of London	Castle / Fort	2,984,499	447,812

Rank	Name of Attraction	Category	2019 Visitors	2020 Visitors
11	Cliveden	Historic House / House and Garden / Palace	520,007	430,975
12	Eden Project	Garden	401,095	424,023
13	Windsor Great Park Cruiseferry Bowness	Open Air / Historic / Scenic / Transport / Opera	1,813,785	419,574
14	Blenheim Palace	Historic House / House and Garden / Palace	984,913 (E)	416,494 (E)
15	Dunham Massey Hall	Historic House / House and Garden / Palace	340,235 (E)	388,908 (E)
16	Royal Academy of Arts	Museum and / or Art Gallery	1,248,882	385,775
17	Wakehurst	Garden	312,813	342,545
18	Calke Abbey	Historic House / House and Garden / Palace	458,380	334,694
19	Roman Baths	Historic Monument / Archaeological Site	1,325,085	316,436
20	Stonehenge	Historic Monument / Archaeological Site	160,4248	314,999

PREVIEW

PREVIEW

A2. Scope, scale and appeal of visitor attractions



**TASK** Complete the table below, calculating the most popular type (category) of attractions

	Free attraction		Paid attraction
	Type of attraction		Type of attraction
1		1	
2			
3		3	
4		4	
5		5	

**PREVIEW**

**A2. Scope, scale and appeal of visitor attractions**

**Appeal**



**TASK** Complete the table below

Cultural, Historical, Religious, Sporting,  
Entertainment, Children

Local, Regional, National, International

UK visitor attraction	Type of attraction	Target market
<p><b>PREVIEW</b></p>		

A2. Scope, scale and appeal of visitor attractions

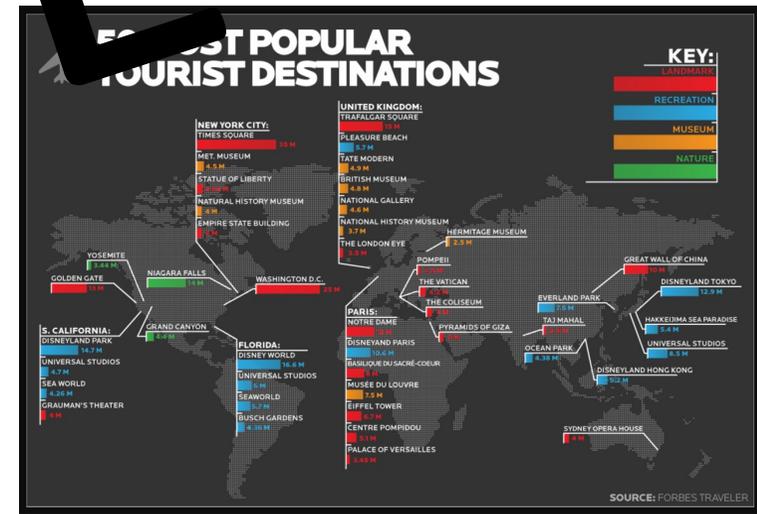
Scale  
Scope  
Appeal

Links for visitor attractions

Theme park visitor numbers (millions)

Characteristic	2019	2020	2021
Magic Kingdom (Walt Disney World), USA	20.96	6.94	2.69
Islands of Adventure, USA	10.92	3.64	9.08
Universal Studios Orlando, USA	10.92	3.91	8.99
Disney's Hollywood Studios, USA	11.48	6.68	8.59
Disneyland Anaheim, USA	10.66	3.5	8.57
Shanghai Disneyland, China	11.21	5.5	8.48
Epcot (Walt Disney World), USA	12.44	4.04	7.75
Chimelong Ocean Kingdom, China	11.74	4.8	7.45
Disney's Animal Kingdom, USA	13.89	4.17	7.19
Tokyo Disneyland, Japan	17.91	4.16	6.3
Tokyo DisneySea, Japan	14.65	3.4	5.8
Universal Studios, Japan	14.5	4.9	5.5
Universal Studios Hollywood, USA	9.15	1.7	5.5

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## A2. Scope, scale and appeal of visitor attractions



### Scale Scope

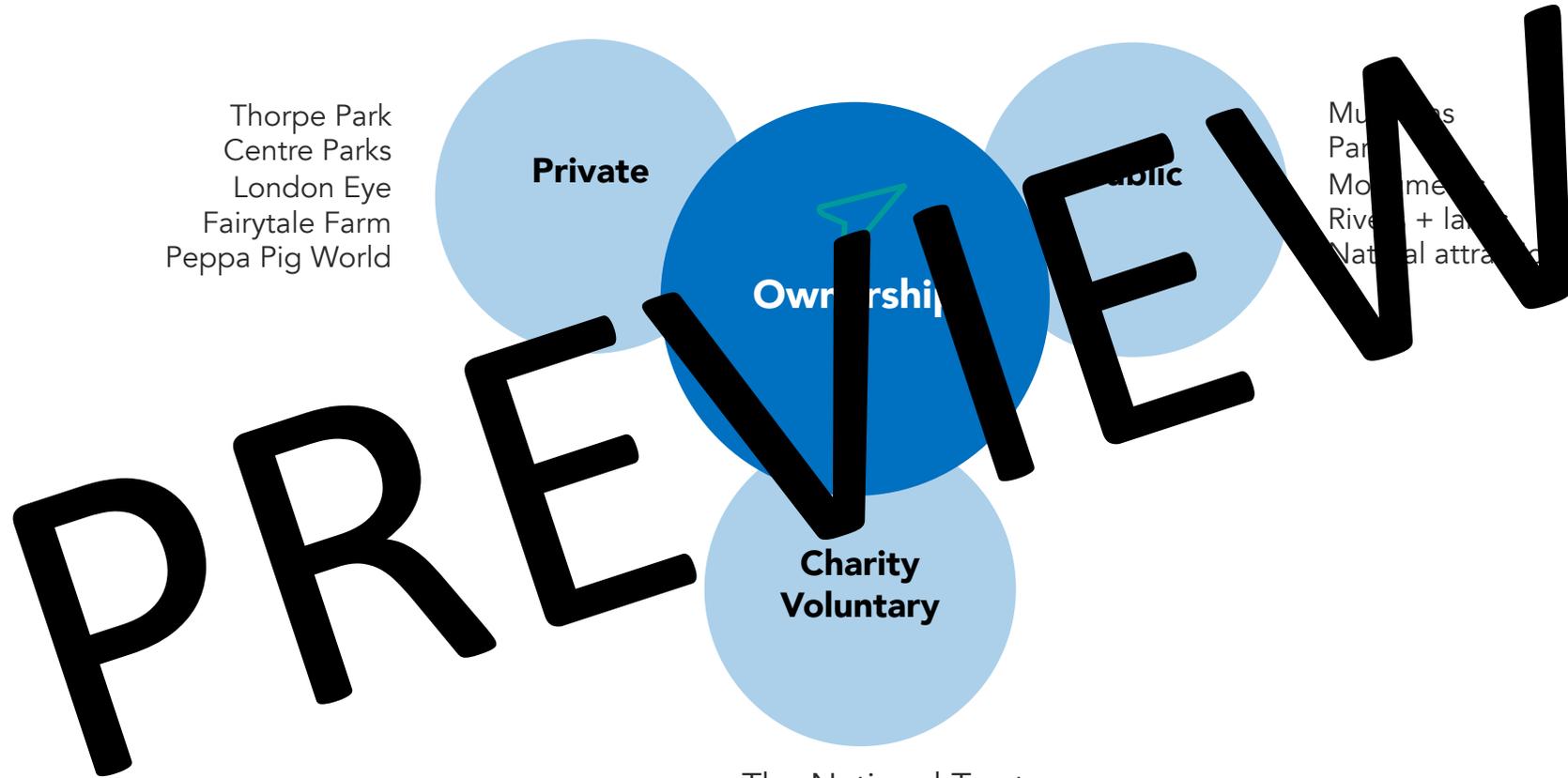
**TASK** Many visitor attractions are very complex organisations. Choose a visitor attraction and create an information graphic – infographic for it, showing all the different parts of the attractions. Use the space below for notes from your research.

Attraction

# PREVIEW

A2. Scope, scale and appeal of visitor attractions

Scale



Thorpe Park  
Centre Parks  
London Eye  
Fairytale Farm  
Peppa Pig World

**Private**

**Ownership**

**Public**

Museums  
Parks  
Monuments  
Rivers + lakes  
Natural attractions

**Charity  
Voluntary**

The National Trust  
Black Country Living Museum  
Kew Gardens  
Egham Museum  
Chester Zoo

A2. Scope, scale and appeal of visitor attractions

**Scale  
Ownership**



**TASK** Copy – paste the table from slide 19 and add a column 'ownership'. Research who owns the attraction.

UK visitor attraction	Type of attraction	Target market	Ownership
<p><b>PREVIEW</b></p>			

A2. Scope, scale and appeal of visitor attractions

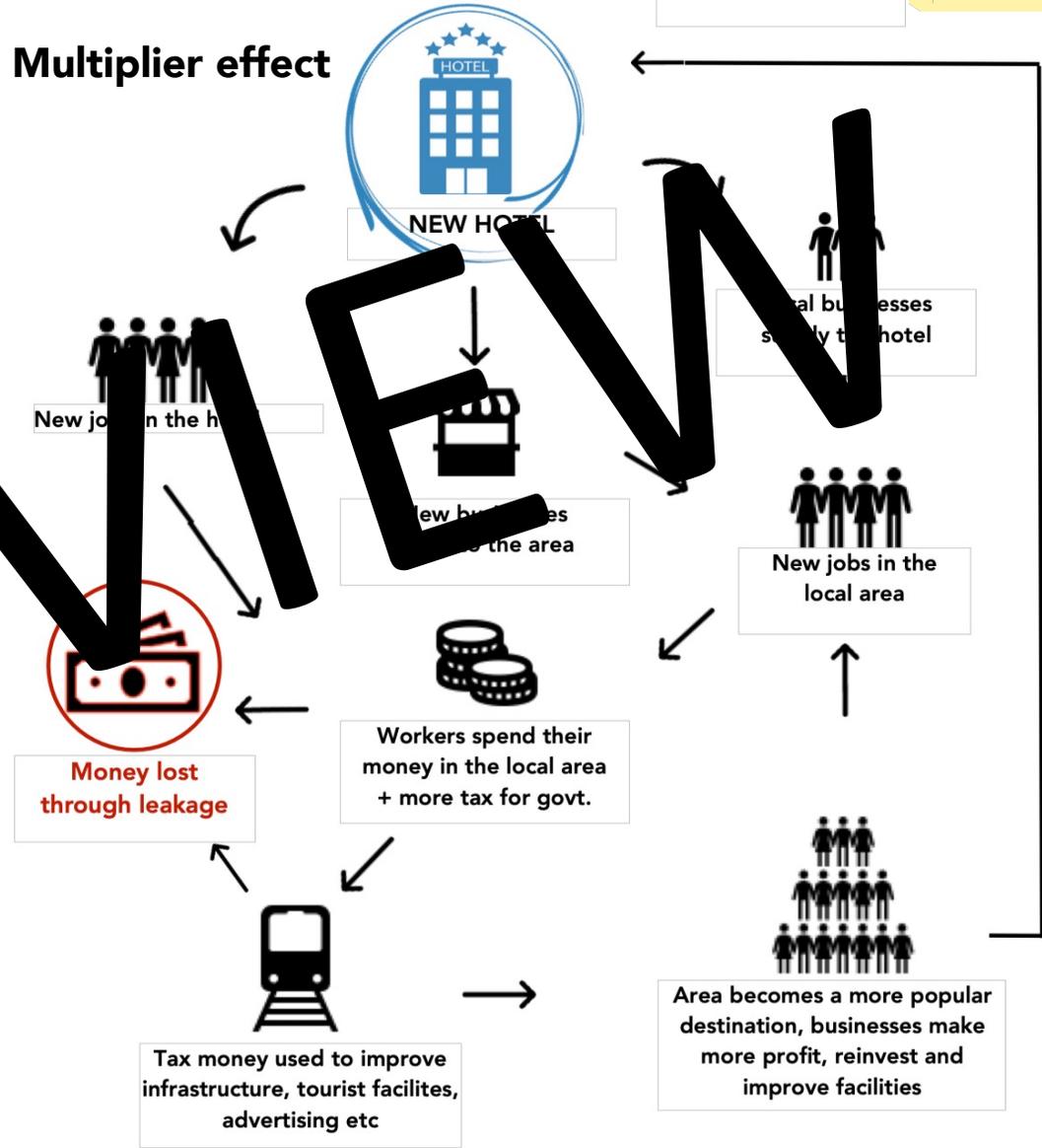
**The Multiplier effect**

The multiplier effect is the impact a new business has on the local, national or international economy.

Example:

A new hotel will increase economic activity in many areas. Building companies will benefit as materials for construction will be purchased and local jobs will be created. Once built, many businesses will provide goods and services to the hotel. The employees of the hotel then spend wages in the local economy.

**Multiplier effect**



**PREVIEW**

A2. Scope, scale and appeal of visitor attractions

Scale: Multiplier effect



TASK

Create a multiplier effect diagram for new visitor attraction

. Historic house . Gardens . Museum . Petting zoo . Theme park . Country park .

PREVIEW

A2. Scope, scale and appeal of visitor attractions



**TASK** Complete the table below for examples of jobs created from creating a visitor attraction. Place each job in the correct sector

<b>Primary</b> Extracting from the earth: oil, fish	<b>Secondary</b> Manufacturing: cloth, steel	<b>Tertiary</b> Services: doctors, accountants	<b>Quaternary</b> Knowledge IT
<h1>PREVIEW</h1>			

A2. Scope, scale and appeal of visitor attractions

Scope: Development of visitor attractions

Encourage repeat business with new rides each year.  
Extend the age range – younger or older with age applicable rides/activities.

New rides and activities

Accommodation

Some attractions add accommodation to earn additional income – to encourage visitors to spend more time at their attraction.



Alton Towers added CBeebies Land in 2022

Development



Thorpe Park added accommodation in 2014

PREVIEW

A2. Scope, scale and appeal of visitor attractions

Scope

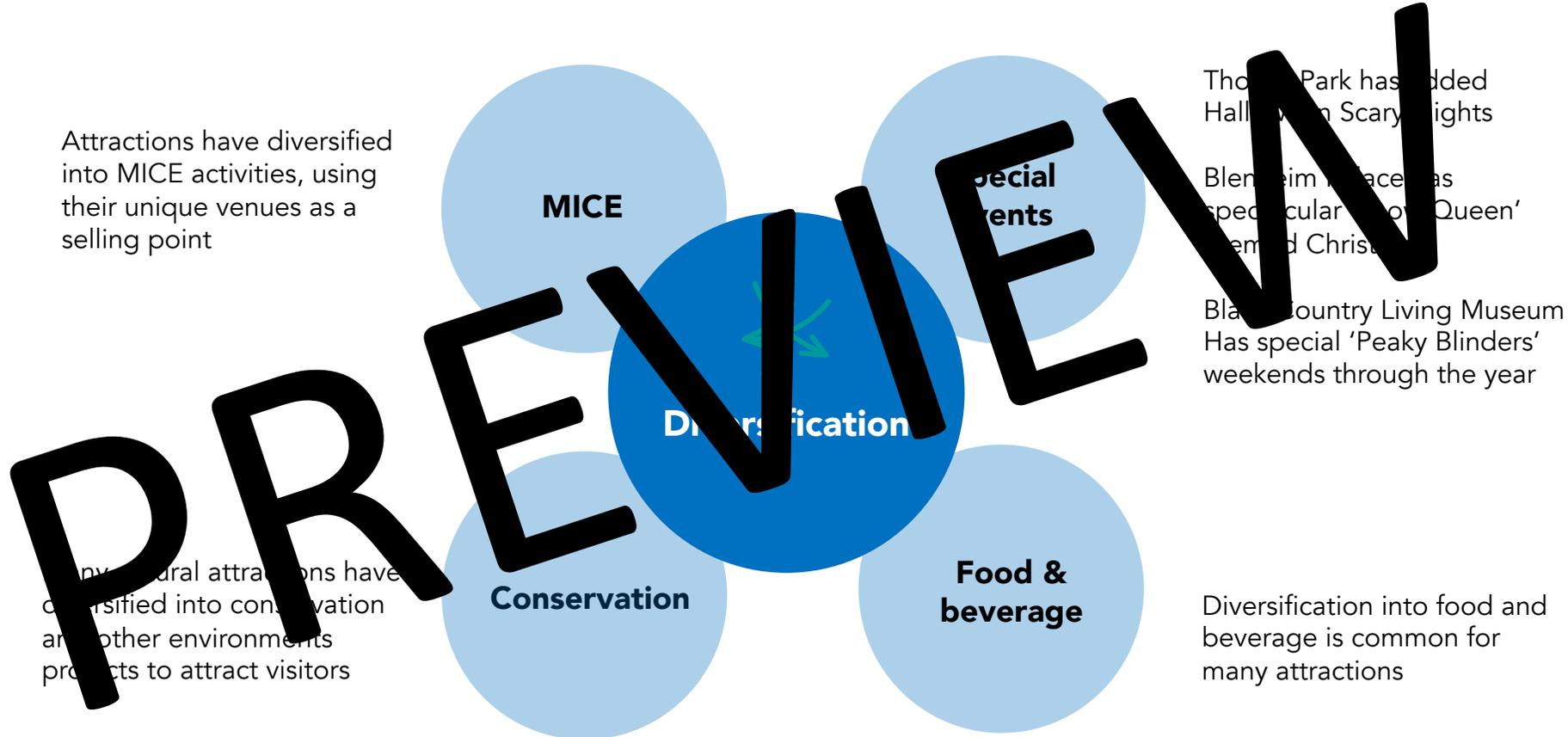
Attractions have diversified into MICE activities, using their unique venues as a selling point



Thorpe Park has added Halloween Scary Nights

Blenheim Palace has a spectacular 'Queen's' themed Christmas

Blair Country Living Museum Has special 'Peaky Blinders' weekends through the year



Many natural attractions have diversified into conservation and other environments projects to attract visitors

Diversification into food and beverage is common for many attractions

A2. Scope, scale and appeal of visitor attractions



**TASK** Research a theme park and prepare answers for the following questions

1. How do they encourage repeat business?
2. What new developments have they introduced?
3. How could they diversify?

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A2. Scope, scale and appeal of visitor attractions



**TASK** London, England's capital city is by far the most popular city in the country.

Why does London attract more visitors than other UK cities?

What is its appeal?

PREVIEW

Top towns for 'staying visits' by inbound visitors

	2019		2018		2017	
	Town/city	Visits (000s)	Town/city	Visits (000s)	Town/city	Visits (000s)
1	London	21,713	London	21,072	London	21,708
2	Edinburgh	2,206	Edinburgh	2,515	Edinburgh	2,194
3	Manchester	1,661	Manchester	1,438	Manchester	1,432
4	Birmingham	1,112	Birmingham	1,109	Birmingham	1,109
5	Liverpool	845	Glasgow	882	Glasgow	855
6	Glasgow	771	Liverpool	824	Liverpool	836
7	Bristol	647	Bristol	615	Bristol	604
8	Birmingham	636	Oxford	580	Oxford	601
	Oxford	581	Cambridge	576	Cambridge	572
	Cambridge	572	Brighton/Hove	478	Brighton/Hove	509
	Bath	401	Cardiff	376	Cardiff	400
12	Cardiff	382	Bath	375	Bath	392
13	Leeds	338	Leeds	352	York	345
14	York	297	Inverness	322	Inverness	320
15	Newcastle-upon-Tyne	282	York	315	Leeds	304
16	Inverness	275	Aberdeen	244	Newcastle-upon-Tyne	294
17	Stratford-upon-Avon	271	Nottingham	236	Aberdeen	281
18	Nottingham	245	Reading	229	Nottingham	262
19	Coventry	245	Newcastle-upon-Tyne	226	Windsor	246
20	Reading	237	Leicester	218	Reading	239

Source: International Passenger Survey, Office for National Statistics. Please note that figures are based on small sample sizes for all cities with the exception of London and should therefore be treated with caution.

A2. Scope, scale and appeal of visitor attractions

Examples of decline and regeneration

Albert Docks, Liverpool



World Trade Centre, New York



Belfast Region City Deal



Bilbao Transformation, Spain



PREVIEW



A2. Scope, scale and appeal of visitor attractions

Examples of decline and regeneration

**PREVIEW**

A2. Scope, scale and appeal of visitor attractions

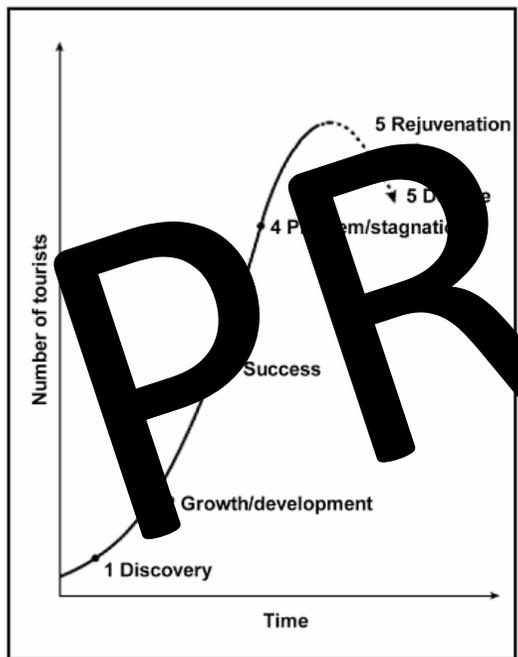
Case study of decline and regeneration: Blackpool



Blackpool was the north's leading coastal tourist destination for decades, but went into decline for many reasons. Watch the video and list some of these reasons.



Blackpool attracted nearly 19 million tourists in 2021, despite the pandemic. Check out the website to discover some of the attractions that Blackpool has to offer

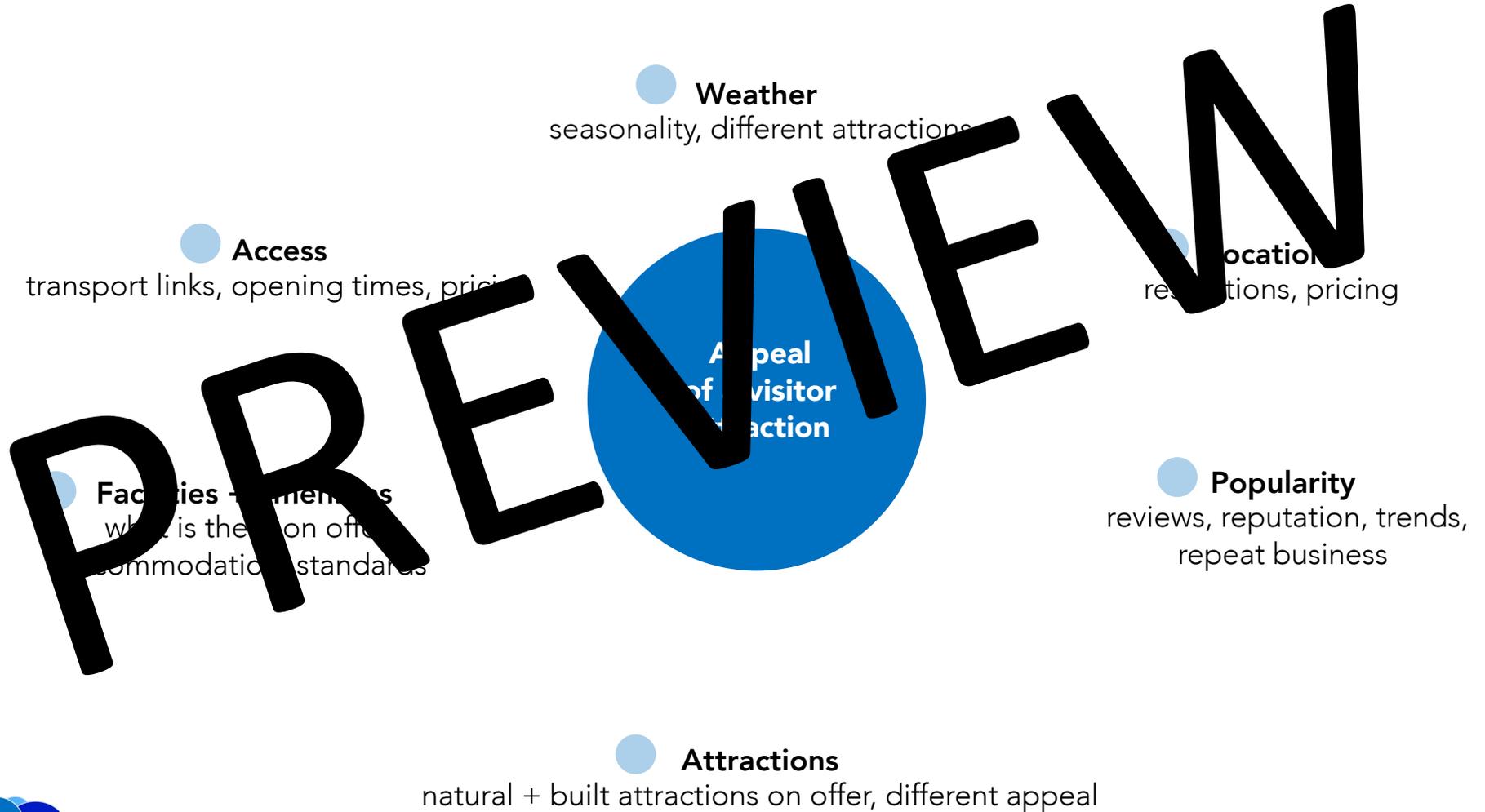


**PREVIEW**

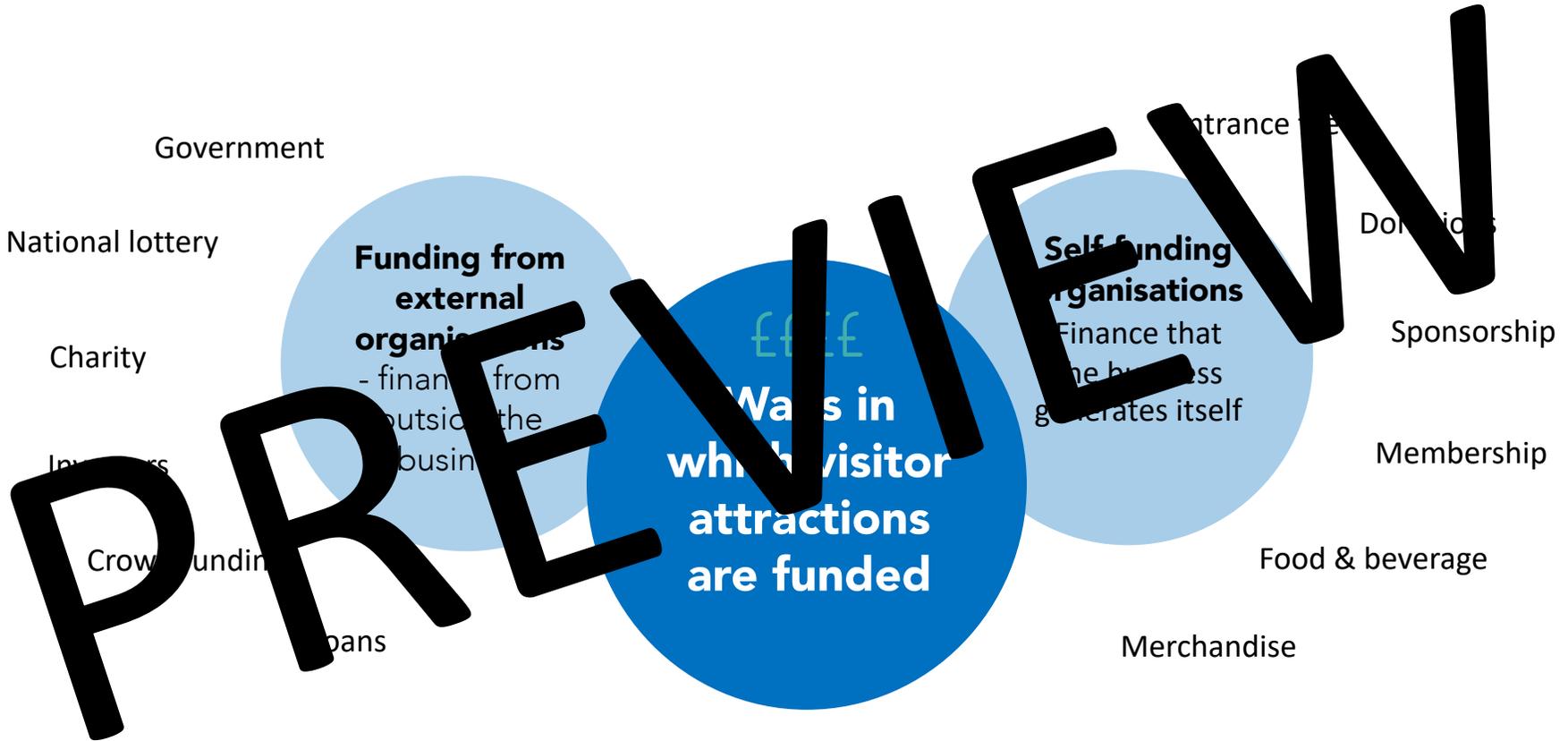
With tourism responsible for most of the income of the town it is important it generates to ensure that tourist numbers continue to grow, amidst much competition. Blackpool has launched a regeneration plan to improve its travel and tourism product. What are the aims of the plan?



A2. Scope, scale and appeal of visitor attractions



A3. Ways in which visitor attractions are funded



A3. Ways in which visitor attractions are funded

**Funding from external organisations**  
- finance from outside the business

- **Government linked funding**  
- provides loans (pay back) + grants (not pay back)



PREVIEW



Funding examples:

**British Museum** received government grants of £52.5 million out of a total gross income of £105.7 million. This means that over 49% of its income came from government grant funding. Other sources of income came from donations and legacies (17%), charitable activities (20%), trading activities (12.3%), and investments (< 1%). (2018-2019)

**Tate Art Galleries** = 26%

**V+A Museum** = 39%

**National Museums of Scotland** = 69%

A3. Ways in which visitor attractions are funded

**Funding from external organisations**

- finance from outside the business

● **Private funding**

- provides funding through loans or for shares in the enterprise

**Angel investors / Venture capitalists**

take shares in the business in return for finance



**Social impact investment funds**

support social/environmental causes

**Peer to peer / Crowd funding**

people lend directly to an organisation



**Bank loans**

(British Business Bank)

business loan, short & long term - mortgages (long term)



PREVIEW

A3. Ways in which visitor attractions are funded

Funding from external organisations

Funding through Trusts and Charities

PREVIEW



## A3. Ways in which visitor attractions are funded



Funding from  
external  
organisations

**Is the National Trust government funded?**

The Trust is a charity, independent of government. That means we don't receive any guaranteed annual 'grant-in-aid' and we can't rely on government support.

We do, though, make applications every year to a range of competitive grant schemes, mainly to support our project work. This could be through central or local government, European government or sources such as Lottery funds.

**The importance of grants**

Grant income offers vital support for many projects at the places we look after. It helps us to plant new woodland and build cycle paths, create wildlife habitats, manage natural landscapes and protect more than 300 historic buildings across the UK.

Because of the grants we receive we're able to provide access to these amazing places, through the visits people enjoy and the opportunities available to join in with us and learn more about our work.

**Main sources of grants**

Some of our most significant sources of grants are:

- The National Lottery Heritage Fund
- The National Lottery Community Fund
- The Arts Councils
- Sport England/Wales/Northern Ireland
- The Landfill Communities Fund
- National Highways
- Research grants (Including UKRI, NERC and AHRC)
- Central and local government.

These grants often enable the Trust to work in partnership with other organisations and charities to achieve objectives that go well beyond what we could achieve on our own.

In 2021-22, we received around £32.7m from a wide range of statutory funders.

We are always grateful for the support from our grant funders. Without this support we wouldn't be able to do some of our most important and innovative work.

PREVIEW

A3. Ways in which visitor attractions are funded

Funding from external organisations

Example of the National Trust's work at Runnymede and Ankerwycke



**TASK** Research 'About' and 'Things to do' at Runnymede and Ankerwycke.

List the 'Things to do':



Runnymede Explored Project

Research the Runnymede Explored Project

What is included in the project?

PREVIEW



A3. Ways in which visitor attractions are funded

Self funding Organisations:

Charity

Brooklands Museum

Activities - how the charity spends its money. The preservation of the racing and aviation heritages of Brooklands and environs; using that heritage to inspire future generations through the Museum's education service; and the provision of a world class tourist attraction whose popularity will attract visitor revenues to pay for the preservation and education.

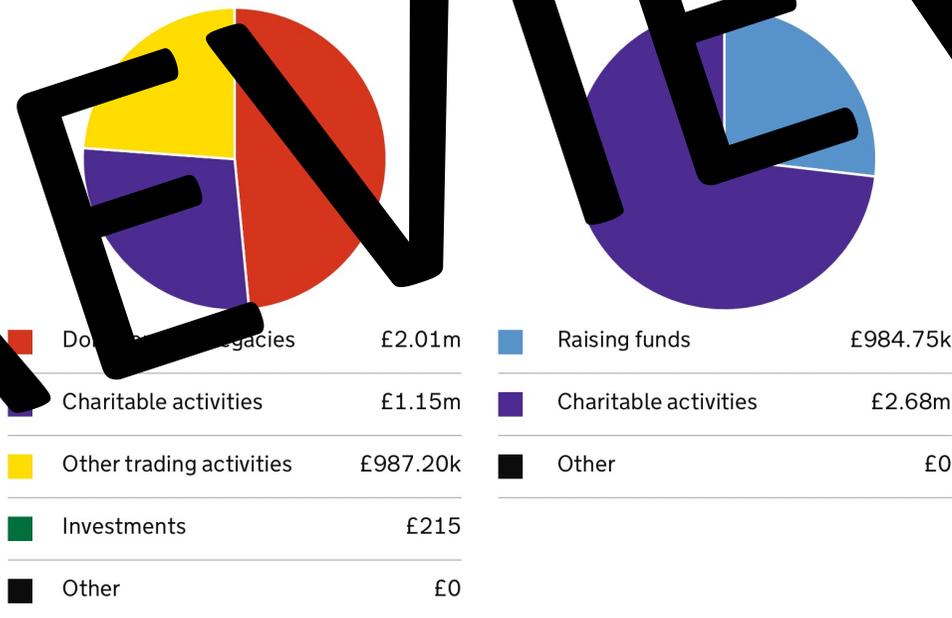


Income and expenditure

Data for financial year ending 31 December 2021

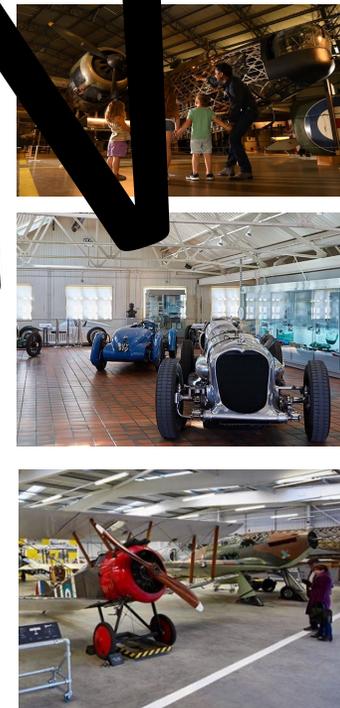
Total income: £4,142,757

Total expenditure: £3,668,456



£0 investments gains (losses)

Total income includes £1,061,937 from 4 government grant(s)



A3. Ways in which visitor attractions are funded

Funding from  
external  
organisations

PREVIEW

A3. Ways in which visitor attractions are funded



**TASK.**

Blenheim Palace is a privately owned charity and largely funds itself. Follow the link and research how it generates its income. List the sources of income. How does the source of funding affect the visitor attraction – its size and appeal – to attract repeat visitors?

**Self funding organisations**



**Blenheim Palace**



PREVIEW

A3. Ways in which visitor attractions are funded

## Past Funding Use: By Attraction Category

The different types of fund used, split by attraction category, are shown in the table below.

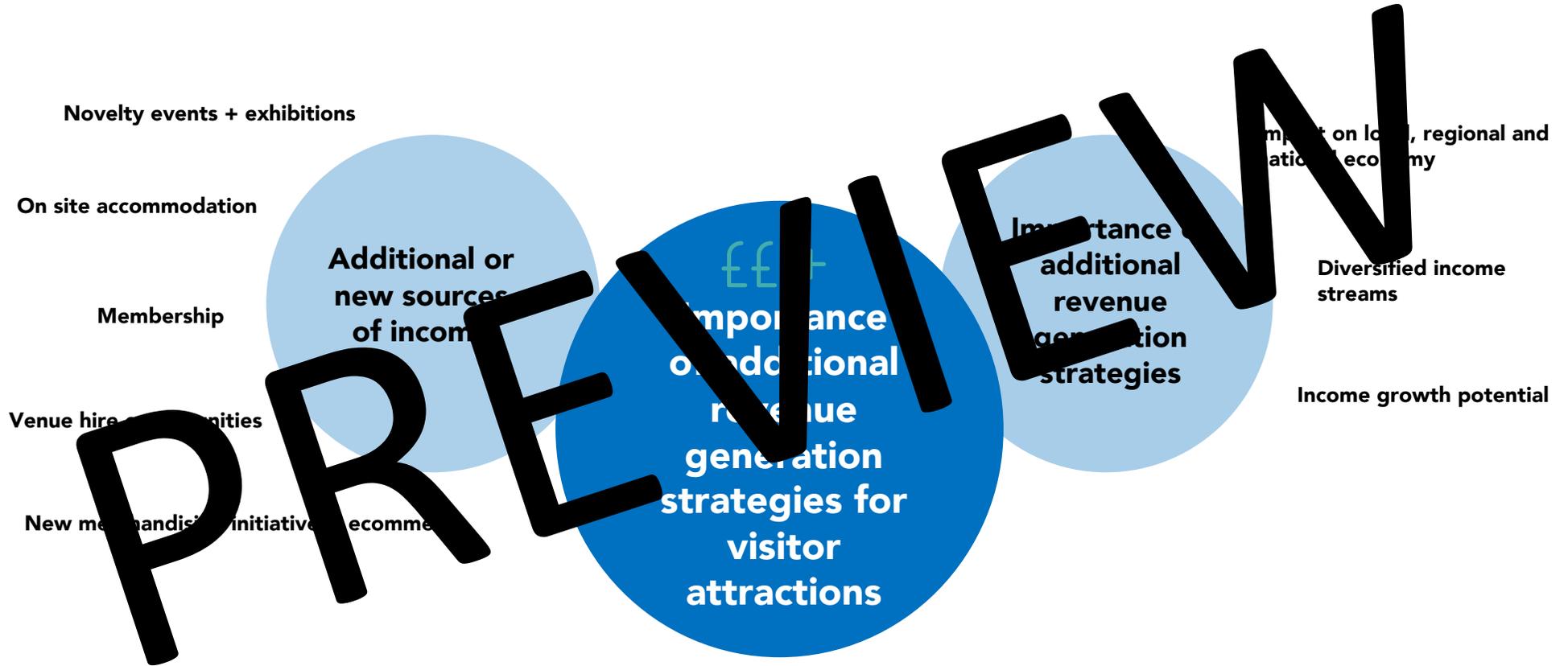
Types of funds have used in the past: by attraction category

Attraction Category	Government funding	Charitable grants	Community shares	Impact investment funds	Social impact bonds	Mezzanine finance	Industry funding	Bank loans	Crowd-funding
Country Parks (17) (<50)	69	47	5	2	27	0	12	12	
Fairground (18) (<50)	83	61	3	2	17	11	0	56	33
Garden (35) (<50)	73	63	4	20	17	20	21	17	
Historic Houses/ castles (156)	82	83	4	71	68	61	12	14	5
Open Air Museums (75)	77	79	73	68	67	64	11	9	9
Reservoir/ Theme Parks (10) (<50)	69	69	62	23	31	23	23	92	8
Museums (galleries) (10)	75	57	44	28	24	19	30	10	15
Steam/Heritage railways (21) (<50)	73	62	48	33	38	29	24	24	15
Visitor/ Heritage centres (43) (<50)	60	60	40	29	21	12	15	9	12
Wildlife attractions/ zoos (42) (<50)	88	57	29	26	14	14	10	38	26
Workplaces (11) (<50)	55	73	45	45	27	36	0	55	9
Place of Worship (25) (<50)	64	56	32	24	16	20	32	8	8
Other (13) (<50)	60	71	62	46	54	38	8	23	8

Base: All answering about funding sources in 2021 (689).  
 N.B. Figures in brackets represent sample sizes of attractions upon which data is based.

<50 Base size below 50 (please treat with caution)

A4. Importance of additional revenue generation strategies for visitor attractions



A4. Importance of additional revenue generation strategies for visitor attractions



Additional revenue generation strategies

££ +

Thorpe park



TASK

List examples under each of the headings



Novelty events + exhibitions



On site accommodation



Merchandise



New merchandising initiatives - ecommerce



Venue hire opportunities

PREVIEW

A4. Importance of additional revenue generation strategies for visitor attractions

Importance of additional revenue generation strategies

**Admission prices**

Typically average £5-7.50 per hour

London Eye = £30ph Harry Potter £13.50ph

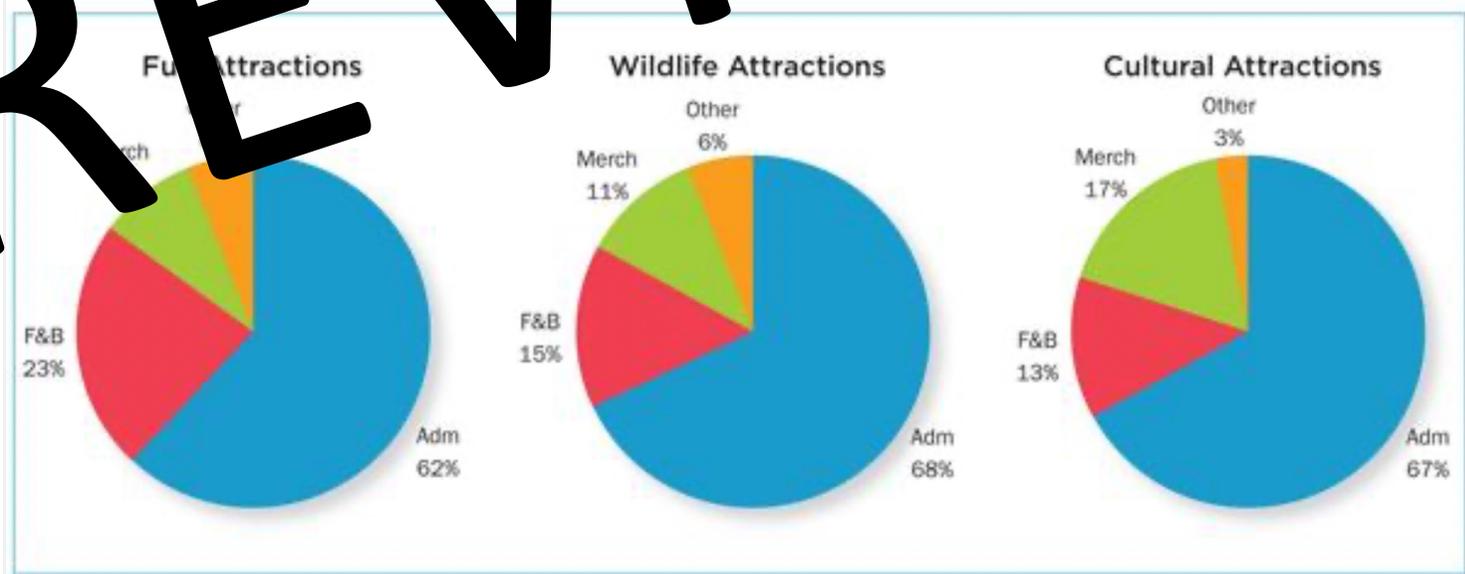
Difficult to increase prices – unless up to the attraction but can charge more for VIP pass or FAST access (can account for 10% extra revenue)

**Additional revenue**

up to 40% of total revenue

Opportunities to generate further income through other services

PREVIEW



## A4. Importance of additional revenue generation strategies for visitor attractions

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## Kenilworth Castle and Elizabethan Gardens, English Heritage

### Background

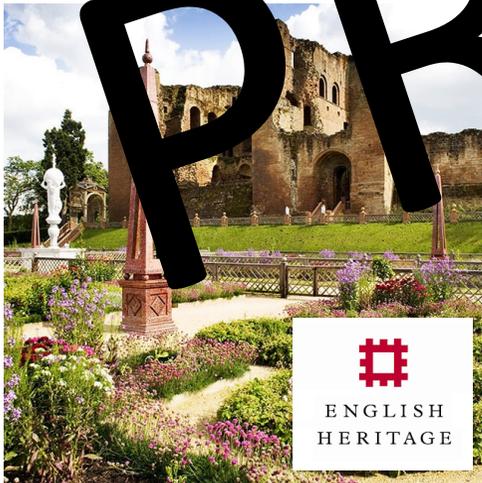
Kenilworth Castle, in the historic town of Kenilworth in Warwickshire received investment of £4.8 million between 2004 and 2009. This investment included re-creating the Elizabethan Gardens to produce a major garden experience, opening new visitor facilities and a venue for education, community events and weddings. English Heritage provided the majority of the funding for the investment (80%), with the Wolfson Foundation providing 12%

### The Construction phase

Expenditure during the construction phase went to 49 suppliers. The majority of expenditures (80%) were made with regional firms while 4% went to local firms located less than 10 miles away from the site. 16% went to national businesses, mainly due to the need for specialist skills which were not available closer to the site, Kenilworth being a small town in the Warwickshire countryside.

The castle remained open throughout the period of works and thus there was no reduction in staff numbers during this time. The construction works provided 12 full-time jobs at the main contractor; on job roles including project management, carpentry and stonemasonry. Additionally, 3 volunteers from the local community offered their time during the duration of the project to help with visitor operations and leading free tours of the garden to the local residents.

It is estimated that construction related expenditures supported an additional 59 job years of work and £2.5 million into the regional economy. The largest benefits were among regional suppliers of goods and services.



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**Impact from the Ongoing Operation of the asset**

As a result of the investment, operating expenditure has increased by 16% while income to the site has increased by 177%. The restoration work has allowed the castle to generate income from weddings for the first time. Catering sales from the Castle can have also increased significantly.

Kenilworth Castle employed 10 FTE staff in 2009/10 and has recruited 4 more staff for the year 2010/11. These new positions were created as a result of the increase in business due to the investment.

Following the investment, total visitor numbers have increased by 36%. The investment has succeeded in raising the profile of Kenilworth Castle as a visitor attraction and attracted a wider range of visitors. The Elizabethan Garden has received extensive press coverage which has attracted older visitors to the castle, in addition to the more usual family visitors.

It is estimated that annual visitor numbers have increased by 50,000 since the development. The net increase, after taking account of an 11% increase in visitor numbers at all EH properties in 2010, is estimated at 40,540. On this basis, the investment is estimated to have attracted additional visitor spending of £309,000 to the local economy and £246,000 to the region annually.



## A4. Importance of additional revenue generation strategies for visitor attractions



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**Impacts on Local Business Environment**

The increased hospitality offer, most notably wedding ceremonies, has had an impact on local restaurants and caterers through the opportunity to supply and serve food at wedding receptions. Local hotels and B&Bs have also benefited from wedding guests staying overnight at their establishments. There is an established relationship for cross marketing between the hotels and the castle, as the castle provides recommendations to the hotels on discounts to the wedding parties. Furthermore, the increased business of the castle cafe has resulted in an increase in orders from the cafe's suppliers such as local baker, butcher and ice cream maker and thus contributed positively to local business. There is potential to improve connections between the town and the castle, such as public transport routes and signage in order to maximise benefits of the investment to the local economy.

**Ongoing Economic Impact**

The site employs 13 FTE staff and visitor expenditures support an additional 18 FTE jobs in the local economy. Taking account of ongoing employment at the site, site operating expenditures, visitor expenditures and associated multiplier effects, the site is estimated to support 35 FTE jobs and GVA of £1.0 million in the local economy, and 47 FTE jobs and GVA of £1.4 million in the regional economy, on an ongoing basis. The investment has led to increases in direct staffing, operational expenditures and visitor expenditures. The additional net impact of the investment is to support an estimated 10 FTE jobs and GVA of £350,000 at the local level, and 13 FTE jobs and GVA of £470,000 at the regional level. The largest effects result from additional staffing on site, and from increased visitor spending.



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List the new facilities at Kenilworth Castle

Importance of additional revenue generation strategies

**PREVIEW**

Where did the funding come from for the new facilities at Kenilworth Castle?

How did the local – regional - national economy benefit during the construction period?

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What benefits have the new facilities brought to Kenilworth Castle & Gardens?

PREVIEW

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How have local businesses and the economy benefitted?

