

# A value and impact assessment of Tatton Park

## Executive Summary





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## Executive Summary

### Introduction

1. This report presents the findings of SQW's assessment of the value and impact of Tatton Park, Cheshire. The study was commissioned by Cheshire County Council in June 2006, with the following principal objectives:
  - To assess the economic, social, cultural and environmental impacts of Tatton Park on the local and regional economy
  - To develop a transferable model to measure the value and impact of partner gardens, and in particular for use by members of the European Garden Heritage Network (EGHN).
2. Tatton Park is one of the most important tourist attractions in Cheshire. It is a large estate, comprising extensive landscaped parkland, a range of formal gardens, neoclassical Mansion, Tudor Old Hall and working farm. Alongside these attractions, shops, an adventure playground and restaurant are important elements of the overall offer. Tatton also puts on a wide-ranging public events programme, from smaller events targeted principally at a local audience, to major events such as the prestigious Royal Horticultural Society (RHS) Show, held at Tatton for seven years in succession. In addition, Tatton has an active education department, and has been proactive in promoting a number of high profile cultural events. Tatton is also used for private events, ranging from conferences and corporate entertainment to weddings and other celebrations.



3. Tatton is one of the British 'anchor gardens' for the EGHN, and is actively involved in research and pilot projects designed to explore and capture the wider potential of gardens; this study forms part of Tatton's wider contribution to the EGHN, and its findings will be shared with partner gardens elsewhere in the UK, France and Germany.



4. The value and impact of Tatton Park was explored across the following themes:
- **Economic impact.** The impact of Tatton Park on both the sub-regional and regional economy, based mainly on the expenditure of visitors to Tatton Park, many of whom are there for specific events held at the Park. Both on and off-site expenditure is considered, alongside Tatton Park's wider income sources and event organiser expenditure; multiplier effects are applied to establish wider impacts.
  - **Social impact.** The impact of Tatton Park on the local community, in terms of participation, health and quality of life benefits. The value and impact of Tatton's education and volunteering programmes is also explored under this theme.
  - **Heritage and cultural impacts.** Assessing the value of Tatton in terms of its protection of listed buildings and landscape for future generations, and the impacts of the specific arts programmes it undertakes.
  - **Environmental impacts.** Exploring the value of Tatton in terms of biodiversity and impacts on carbon emissions, and the Park's energy efficiency, waste and recycling practices.
  - **Profile and perceptions impacts.** Tatton's contribution to the image of the sub-region and wider region, based upon an assessment of media coverage received, consideration of the importance of Tatton on business decisions to locate in the local area, and local perceptions of the role Tatton plays in enhancing the quality of life of residents.
5. A combination of quantitative and qualitative research was undertaken to explore these areas. The qualitative research was based upon a series of consultations undertaken with sub-regional and regional stakeholders, and is particularly relevant to the assessment of 'softer' impacts in the social, heritage/cultural, environmental, and profile/perception spheres. A visitor survey was commissioned as part of the study, to fill some of the gaps in the available data, and particularly to explore additionality – the extent to which we can attribute impacts, such as visitor spend, specifically to Tatton. Finally, a number of organisers of events staged at Tatton were contacted in order to gather evidence on the economic impact of these events.



Medieval Fair



## The strategic context

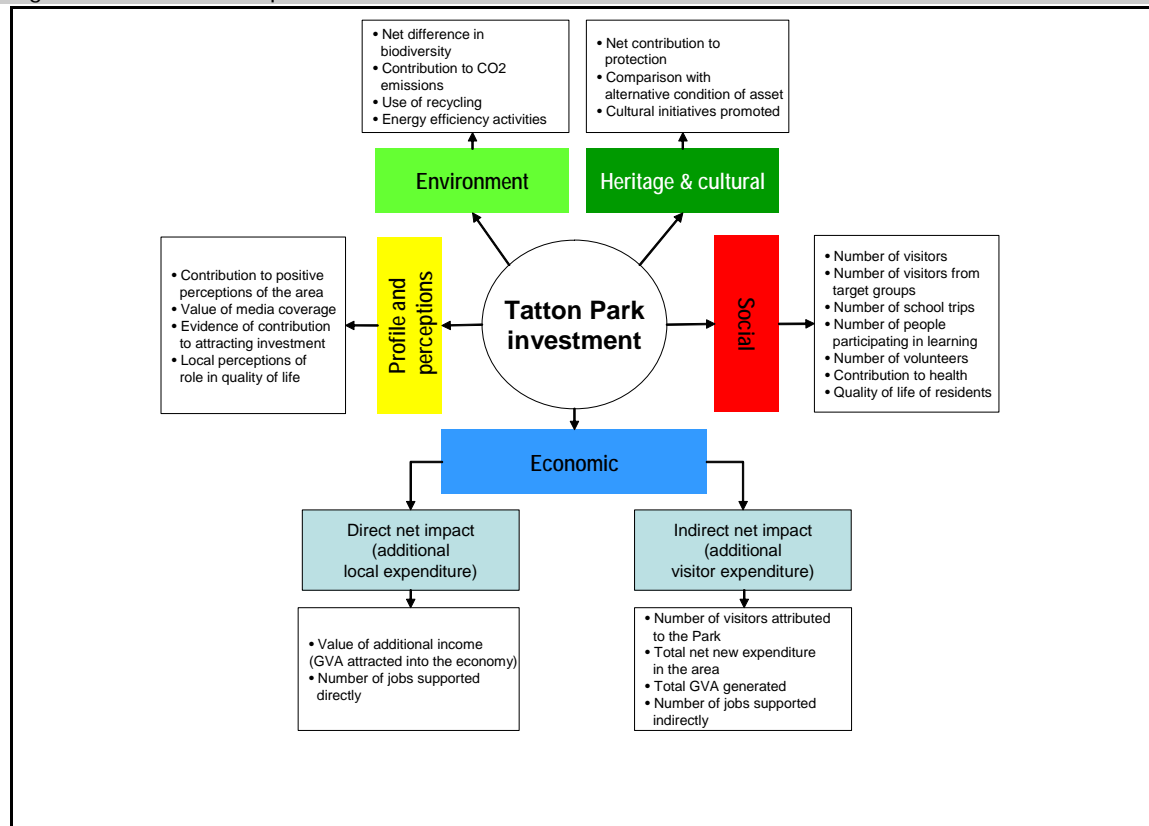
6. Tatton contributes to all three of the drivers that underpin the North West **Regional Economic Strategy** (RES):
  - *Improving productivity and growing the market:* Tatton's role in attracting higher value visitors and spend, and its employment and procurement impacts in the wider economy, will contribute to increased regional productivity.
  - *Growing the size and capability of the workforce:* Tatton contributes to this driver through its role as an employer of local people, and the skills development activities of its education and volunteering programmes.
  - *Creating and maintaining the conditions for sustainable growth:* Tatton is a significant contributor to the quality of life of local residents, and is one of the region's premier heritage assets and an important venue for cultural activities.
7. Tatton also contributes to a number of RES actions, most notably Action 115 (the delivery of sustainable growth through better use of the region's heritage assets), 98 (the promotion of cultural events) and 119 (the importance of investment in green space and environmental quality); of particular relevance to this final action is the role Tatton plays in contributing to the image of the sub-region as offering a high quality of life, important in attracting business investment and attracting 'knowledge workers' to come to the area to live and work.
8. Amongst other relevant strategies, Tatton fulfils the **Regional Tourism Strategy's** definition of 'Regional Gems' as tourism assets that stand out for their excellence and contribute to the wider appeal of the region as a destination. The Tourism Strategy also focuses on the promotion of events of national and international significance, of which the RHS Show at Tatton is a prime example. Tatton's cultural programme contributes to the **Regional Cultural Strategy's** priority to promote heritage and landscape that is central to the region's culture, history and sense of place.
9. The **Cheshire and Warrington Economic Strategy** has a strategic objective to celebrate the distinctiveness of the sub-region. Tatton Park has an obvious role to play in this regard, both in its role as a unique venue for events, and its contribution to the image and profile of the area. The **Sub-Regional Action Plan** for Cheshire and Warrington highlights the wider role of sub-regional gardens as strategic tourism and cultural resources, and stresses the importance of the visitor economy to the wider sub-regional economy. The sub-regional **Tourism Strategy** specifically mentions the RHS Show and Tatton's role in attracting leisure and business visitors, and emphasises the place of gardens as a niche product to attract visitors. Tatton contributes to objectives across all the themes of **Cheshire County Council's Corporate Plan**, thereby demonstrating the wide-ranging nature of the Park's contribution to the county and sub-region.



## The impact model

10. Figure 1 shows the five themes of the model developed by SQW for this study, and details the indicators used to assess Tatton Park's impact and value. The model is suitable to capture a rounded picture of the impacts of the Park and the difference it makes, as a benchmarking tool, and to assess the current and future impacts of partner gardens and related attractions. The geographical focus of the model is flexible, with results reported at local, sub-regional or regional level depending upon the study objectives; for this study, economic impacts have been considered at both regional and sub-regional levels, and social impacts at sub-regional<sup>1</sup>.

Figure 1: Tatton Park impact model



Source: SQW

## Economic impacts

11. The results indicate that Tatton Park makes a substantial contribution to the Cheshire and the North West economy. **Over £21 million of gross expenditure is made as a result of the Park each year**, half of which is attributable to hosting the RHS Show. Because the RHS attracts more people from further away, it generates a high level of overnight stays (and higher expenditure) in Cheshire and Warrington.

<sup>1</sup> The educational impacts of Tatton Park have been reported at both sub-regional and regional levels.



12. Table 1 below presents the impacts in three forms and for two geographic levels, Cheshire and Warrington and the North West region. The net figures exclude expenditure that 'leaks' out of the economy or would have been made anyway within the sub-region. They also allow for 'multiplier' effects, additional output created as the additional expenditure flows through the supply chain.

- **Output** – the total value of sales of goods and services supported directly and through the supply chain
- **Gross Value Added (GVA)** – the wages, salaries and profits that are generated in Cheshire and Warrington and the North West
- **Employment** – presented as full time equivalent jobs that the reported level of output will support.

Table 1: Summary of Tatton Park's economic impacts

	Gross expenditure £000's		Net output £000's		Net GVA £000's		Employment FTEs	
	C&W	C&W	NW	C&W	NW	C&W	NW	
Tatton Park and its visitors	4,362	3,105	916	1149	339	56	17	
RHS Show	13,300	3,341	3,573	1236	1322	60	65	
Other events	3,796	2,351	2,099	870	777	43	38	
<b>Totals</b>	<b>21,458</b>	<b>8,796</b>	<b>6,588</b>	<b>3,255</b>	<b>2,438</b>	<b>159</b>	<b>119</b>	

Source: SQW estimates

13. The Park attracts a good proportion of visitors from outside the sub-region who would not visit Cheshire and Warrington otherwise and helps retain local day trips that otherwise would take place outside the sub-region.





14. The gross expenditure is adjusted to reflect only the *additional* or net spending brought into the region and sub-region by the Park. On this basis the visits to Tatton Park, its events and its own expenditure generate £8.8 million of net additional output *each year* in the Cheshire and Warrington economy. For the North West region, this figure is £6.6 million. This output represents around £3.3 million of gross value added (GVA) in Cheshire and Warrington and £2.4 million in the region.
15. These figures represent only the aspects of the Park's activities that can be quantified in monetary terms. As the report describes, this is only one element of the range of benefits, but even so, this is a good return on investment.

## Social impacts

16. Tatton Park is a valued resource for local people, who derive social benefits from the park in terms of skills development, social interaction, health and quality of life.
17. Tatton has a dedicated education department that provides important benefits for local people, promoting activities for school children, families and adult learners; its reputation in the area has been recognised through its receipt of the Sandford Award for Heritage Education on six occasions. Adult and Community Learning (ACL) forms a further important focus for the Tatton education department, with a mix of events organised of both general and more specialised interest.



18. Tatton benefits from a dedicated and enthusiastic volunteer workforce, working in various areas of the Park including the Mansion, gardens and Farm. The consultation exercise highlighted the considerable respect which Tatton's volunteering programme enjoys, with some stakeholders commenting that it provided a model that could usefully be adopted by other attractions and organisations (including EGHN partner gardens) elsewhere. Most of the volunteers are older people, either retired or semi-retired; motivations tend to be either social (meeting people with similar interests, including recently widowed people re-establishing themselves) or educational (people keen to extend their knowledge of gardening and build new skills). However, a number of volunteers are younger, with sometimes different motivations: over the last five years, around half a dozen people have moved on from volunteering in the Tatton gardens to start



their own horticultural or garden maintenance businesses, and a similar number have gained employment with the National Trust or other garden attractions.

19. Findings from our survey were used to assess the type and regularity of exercise taken by visitors to Tatton. From this, using a range of additional research data, we were able to estimate the health benefits of this exercise, and estimate its monetary value in terms of reduced physical inactivity and related savings in the costs of health care and associated areas. The survey also investigated visitors' perceptions of the quality of life benefits offered by Tatton – in the main, responses focused around the benefits gained from the tranquil environment offered by the parkland and gardens.
20. Table 2 below summarises Tatton Park's key impacts in the social domain, across the set of indicators identified in the impact assessment model. For the purposes of this study, local residents are defined as those living in the Cheshire and Warrington sub-region.

Table 2: The social impacts of Tatton Park

Indicator	Evidence of Tatton's value and impact
Number of local residents visiting Tatton Park each year	7,822 visitors generating 202,733 visits
Number of local residents from deprived areas visiting Tatton Park each year	370 visitors generating 9,590 visits
Number of school trips	124 trips from schools based in Cheshire & Warrington 295 trips from schools based in the North West
Number of trips by schools from deprived areas	15 trips from the 20% most deprived areas in Cheshire & Warrington 46 trips from the 20% most deprived areas in the North West
Numbers of school children participating in educational programmes	5,803 school children from schools based in Cheshire & Warrington 13,783 school children from schools based in the North West
Numbers of school children from deprived areas participating in educational programmes	708 school children from schools based in the 20% most deprived areas of Cheshire & Warrington 2,136 school children from schools based in the 20% most deprived areas of the North West
Numbers of people participating in adult and community learning	1,417
Number of volunteers	84
Contribution to the health of local residents	Reduction in the annual cost of adult physical inactivity by between £5,000 and £27,000
Quality of life of residents	56% of local residents said that their main reason for visiting Tatton Park for was to visit the parkland and gardens; 22% visited to enjoy the peaceful environment

Source: SQW research/QA Visitor Survey/Tatton Park/ODPM IMD 2004



## Environmental value

21. The environmental value of Tatton Park is considered across a number of areas: biodiversity; use of energy efficient technologies; the waste and recycling practices employed at Tatton; and the Park's impact on carbon emissions.



Mansion & Mere

22. The environmental value of Tatton Park is, in part, evident from the presence of an SSSI and several SBIs within the parkland. In acting as custodian of these sites, and of the wider landscape of the Park, Tatton is helping to encourage biodiversity, with notable successes in terms of the presence of rare species of flora and fauna. Tatton's policies on energy efficiency, waste management and recycling bolster its reputation for sound environmental policies, and particularly the use of bio-diesel in park vehicles and recycled water in the Mansion, gardens and visitor facilities. There is some negative environmental impact from carbon dioxide emissions from cars travelling to Tatton, although this is likely to be offset by the positive benefits of carbon sequestration, with woodland within the Park helping to absorb excess carbon dioxide in the atmosphere.



Deer on the Mere



23. Table 3 below presents a summary of the environmental value of Tatton Park, based upon the indicators identified in the model.

Table 3: The environmental impact of Tatton Park

Indicator	Evidence of Tatton's value and impact
Net difference in biodiversity	Active management of one SSSI and three SBIs Presence of Ospreys, and breeding pairs of buzzards, ravens and barn owls Preservation of traditional species in the Walled Garden
Energy efficient activities	Use of bio-diesel in vehicles used around the Park Re-use of 'grey' water for domestic purposes and irrigation
Use of recycling	Recycling of paper, cardboard, glass, printer cartridges, fluorescent tubes and batteries Use of recycled road planings on tracks in the Park
Contribution to carbon dioxide emissions	An estimated 630 tonnes of carbon absorbed by Tatton's woodland per year, outweighing the likely negative impact of car emissions (estimated at 148 tonnes per year)

Source: SQW/Tatton Park

## Heritage and cultural value

24. Linked to Tatton's protection of its natural environment, the Park's activities to care for its buildings, particularly the many listed buildings within the estate, provide a good example of its heritage contribution. The value of maintaining historic buildings such as the Mansion and Old Hall extends beyond preserving the fabric of the buildings, impacting on local people's sense of identity, and contributing to wider social impacts such as community cohesion.



25. Tatton has played a leading role in promoting arts and cultural projects at the Park, and is particularly lauded for *oneplace* and the proposed 2008 Sculpture Biennial. These initiatives are innovative, and introduce a more contemporary edge to the Tatton offer; this will have wider impacts beyond the cultural value of the projects, as more visitors (and resulting economic impact) are likely to be attracted in, and the image and profile of the Park and local area will be enhanced.



26. The heritage and cultural impacts of Tatton are summarised in Table 4 below.

Table 4: The heritage and cultural impact of Tatton Park

Indicator	Evidence of Tatton's value and impact
Net contribution to the protection of heritage assets	Active maintenance and protection of one Grade 1, two Grade 2*, and many Grade 2 listed buildings, and the Grade 2* gardens  Protection of the Old Hall, a Scheduled Ancient Monument
Cultural initiatives promoted	Promotion of innovative arts programmes including <i>oneplace</i> and the proposed 2008 Sculpture Biennial

Source: SQW/Tatton Park

## Profile and perceptions impacts

27. The impact of Tatton on the profile and perceptions of Cheshire and Warrington and the wider region is not an end in itself; rather, it is a contributory factor to impacts across the other areas already explored, and in particular the economic and social themes. An increased profile for the local area will enhance positive feelings amongst local residents, drawing in additional visitors and associated expenditure, and potentially business investment.
28. Tatton does not formally monitor or value media coverage, although cuttings gathered on an ad-hoc basis suggest that Tatton features in both the national and local press. The role of major events and cultural initiatives staged at the Park is particularly important in generating wider media interest, and is therefore crucial to the generation of profile and perceptions impacts at national and potentially international levels. Tatton's coverage in the local media is important in building the profile of the Park in the eyes of local people, and in engendering civic pride and satisfaction in the local area.
29. Tatton Park contributes to the wider image of the sub-region as being a good place to live and work. Quality of life is an increasingly important element in decisions over where to invest – findings from the consultation exercise suggest that Tatton is likely to have some impact on inward investment into Cheshire and Warrington, and on the decisions of 'knowledge workers' to live and work in the sub-region; however, the Park's role is likely to be just one of a complex range of wider factors at play.





30. Table 5 below summarises the profile and perceptions impacts of Tatton Park across the various indicators identified in our model.

Table 5: The profile and perceptions impacts of Tatton Park

Indicator	Evidence of Tatton's value and impact
Contribution to positive perceptions of the area	<ul style="list-style-type: none"> <li>Tatton's contribution to high profile initiatives such as Cheshire Year of Gardens 2008, which will have a major impact on the profile of the sub-region and wider region</li> <li>The role of major events hosted at Tatton in contributing to the wider sub-regional and regional profile (notably the RHS Show)</li> </ul>
Value of media coverage	<ul style="list-style-type: none"> <li>Considerable local media coverage, focusing on achievements, events, educational and cultural activities</li> <li>Coverage by gardening magazines and specialist publications covering particular events</li> <li>National and international coverage is generally reserved for larger events and 'flagship' initiatives such as <i>oneplace</i>, and articles focusing on the broader sub-regional and regional tourism offer</li> <li>220 website hits per day, with 25 visits and 15 unique visits</li> </ul>
Evidence of contribution to attracting investment	<ul style="list-style-type: none"> <li>Tatton's contribution to local quality of life is an factor in business decisions to invest and locate in the sub-region</li> </ul>
Local perceptions of role in quality of life	<ul style="list-style-type: none"> <li>Tatton contributes to the attraction and retention of skilled people within the sub-region</li> </ul>

Source: SQW research/Tatton Park

## Conclusions and recommendations

31. Figure 2 overleaf presents the impact assessment model, populated with data for each theme to summarise the overall impact and value of Tatton Park at the local level – that is, in the Cheshire and Warrington sub-region.
32. The following recommendations suggest ways in which the value and impact of Tatton Park might be maximised in the future; they draw upon feedback from the consultations undertaken, as well as best practice from experience elsewhere.
- Recommendation 1:** Undertaking more joint promotional and marketing activity with other attractions and venues would help to raise the profile of Tatton, and enhance the Park's impact on the wider profile and perceptions of Cheshire and Warrington and the North West region. Greater numbers of visitors from outside the area would be encouraged to travel to the Park, with joint packages and cross-ticketing arrangements encouraging people to make longer trips, staying in paid accommodation in the area for several days; this would increase Tatton's economic impact, and help to grow the overall size of the sub-regional visitor economy. To do so, Tatton would need to work closely alongside other stakeholders, with Visit Chester and Cheshire taking a lead role – the plans for Cheshire Year of Gardens 2008 should help to cement partnership working of this kind, laying the ground for more intensive collaboration between attractions.



- Recommendation 2:** If Tatton was able to build on its hosting of the RHS Show and attract other large, high quality events to the region, this could have a marked impact on the Park's overall economic impact. Although many other venues are putting on events, and there is considerable competition, Tatton has advantages in terms of its image, experience and capacity, and should look to promote niche events which would attract large numbers of visitors, whilst fitting with the Park's wider profile and reputation. As the promotion of large events is high risk, it may be sensible for Tatton to act as co-promoter alongside private sector partners.
- Recommendation 3:** If Tatton is keen to increase its social impacts, it might want to consider promoting particular events of interest to minority ethnic communities, such as world music concerts. However, in order to do so, public subsidy or commercial sponsorship would be required, at least until sufficient demand is built up for such events to become economically viable.
- Recommendation 4:** Relevant organisations should seek to capitalise on the facilities and expertise available at Tatton for staging educational events. In particular, Cheshire County Council should look to expand its educational activities at the Park, encouraging its departments and other agencies to expand delivery at Tatton.

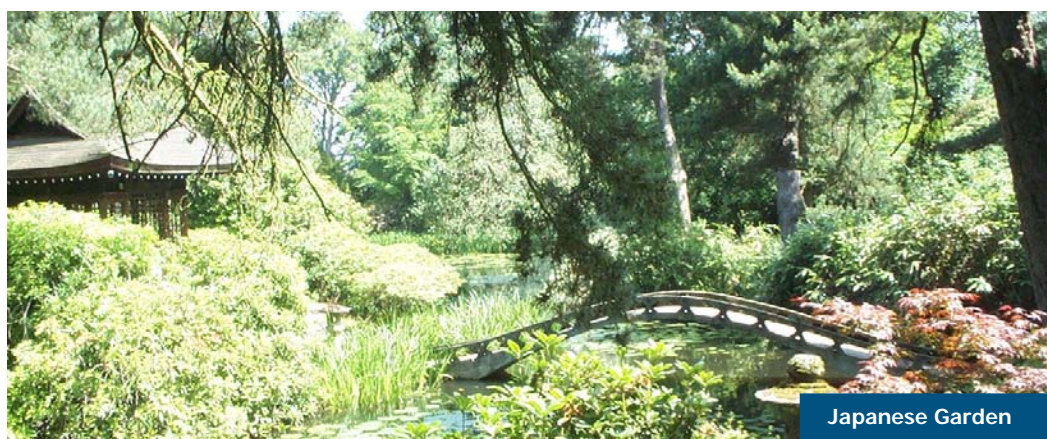
If more resources were available for Tatton Park's education programme, it is likely that impacts in this area would increase. Additional monies might allow more guides to be employed, and potentially some to be taken on a permanent basis, and could enable the education department to promote more innovative activities, access additional funding, and target particular groups and deprived areas; there might also be funding available to schools from deprived areas to support transport costs. Additional education funding need not come from public sector sources – Tatton should actively seek out private sector sponsorship for their educational activities.

**Recommendation 5:** Tatton Park has a well-established volunteering programme with an enviable reputation. Local voluntary and community organisations should consider how they could make use of the volunteering structures and facilities available at Tatton in order to provide additional opportunities for current and potential volunteers. This might include an extension of the training currently offered to Tatton volunteers in order to work towards specific qualifications. Accreditation resulting from the learning opportunities on offer would provide a demonstrable measure of the impact of the volunteering programme, and could be particularly useful to those volunteers with career motivations and aspirations.

- Recommendation 6:** It is challenging to persuade visitors to Tatton out of their cars, given the location of the Park, the profile of the average visitor, and the lack of regular direct transport links from urban centres. Partners such as Cheshire County Council, Cheshire and Warrington Economic Alliance, and Visit Chester and Cheshire, should work alongside Tatton Park and public transport providers to encourage more appropriate, regular and joined-up services, and to undertake joint promotional and ticketing activities that combine entrance to the Park's attractions with train and/or bus tickets. However, given Tatton's relative dependence on car parking income, the impact of a reduction in car traffic on the Park's finances would be significant and potentially unsustainable.



- Recommendation 7:** The Tatton arts programme is innovative and ground-breaking, and the Park has a growing reputation as a leading cultural venue. Funding is essential to put on major arts initiatives, and the Park has been fortunate to secure support for the *oneplace* project from Manchester Airport. For future projects of this type, there may well be scope for further private sector investment; in order to generate interest, Tatton should ensure that the success and profile of previous initiatives can be clearly demonstrated to potential sponsors.
- Recommendation 8:** Tatton Park's reputation, impressive facilities and experienced and expert staff represent a valuable resource for sub-regional and regional partners; this is clearly demonstrated in the economic, social, environmental, cultural, and profile value and impacts discussed in this report. Partner organisations, including Cheshire County Council and NWDA, should ensure that Tatton receives the recognition it is due in their strategic documentation, and support the Park in maintaining its current position and contribution to Cheshire and Warrington and the wider region; furthermore, partners should work with Tatton to capitalise on the available opportunities in order to maximise the Park's future impacts.



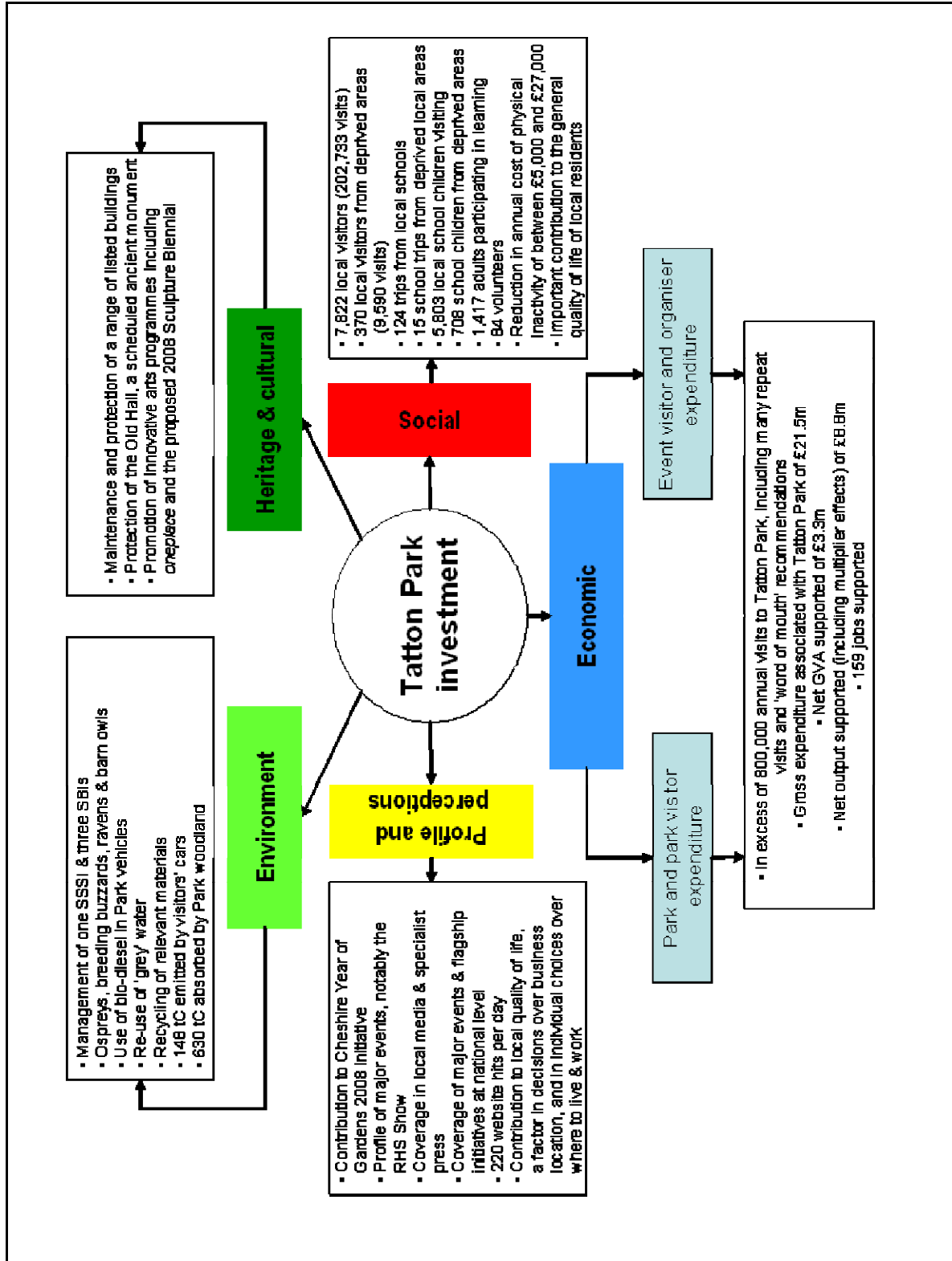
Japanese Garden



The Mansion



Figure 1: Tatton Park's annual impact and value in the Cheshire and Warrington sub-region



Source: SQW