INSTRUCTIONS TO TEACHERS

- This Case Study must be opened and given to candidates on receipt.

INFORMATION FOR CANDIDATES

- You must make yourself familiar with the Case Study before you sit the examination.
- You must not take notes into the examination.
- A clean copy of the Case Study will be given to you with the Question Paper.
- This document consists of 16 pages. Any blank pages are indicated.

INSTRUCTION TO EXAMS OFFICER/INVIGILATOR

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The following stimulus material has been adapted from published sources. It is correct at the time of publication and all statistics are taken directly from published material.

Document 1

Great Yarmouth

Location – Great Yarmouth is a predominantly urban borough within the rural county of Norfolk. It is located on the east coast of the East of England region of the UK, 120 miles from London and 100 miles from mainland Europe. It is adjacent to the Norfolk Broads National Park.

Transport – Great Yarmouth is accessible by road, rail, sea and air. The A47 goes straight into the heart of Great Yarmouth, providing excellent access to the Midlands. Great Yarmouth is also served by the A12 to London.

There are frequent trains to Norwich which connect to London and Cambridge as well as regular trains to Peterborough, serving the Midlands and Northern England.

Great Yarmouth is the closest port in the UK to Northern Europe with the Dutch port of Ijmuiden less than 103 nautical miles away. Norwich International Airport is 23 miles from Great Yarmouth and provides direct scheduled flights to Schiphol Airport, Amsterdam with connections to many destinations worldwide.

History – The fortunes of Great Yarmouth have been bound up with the sea since it was first inhabited. ‘Herring' and ‘holidays' were the two industries which underpinned the town's prosperity in the 19th and early 20th centuries.

Great Yarmouth has been a seaside resort since the late 18th century. Visitors began to arrive in large numbers when the railway station opened in 1844 and the town has prospered over the decades. Today, Great Yarmouth remains a popular seaside resort in summer, while its many other attractions have made it a year-round holiday destination.

Tourism – As a holiday destination for generations, Great Yarmouth is now the third largest seaside resort in the UK. Based on 2010 figures, its tourism industry is now worth over £501 million annually to the local economy, through both overnight visitors and day visitors. The Borough of Great Yarmouth offers a variety of activities ranging from the beach to the Broads to heritage. Great Yarmouth has suffered from a negative perception and competition from overseas in the past, but with significant new investment, as well as the recession and poor exchange rates, it has been experiencing a recent surge in visitor numbers.

According to the last visitor survey:

- Great Yarmouth attracts a higher proportion of day visitors (71%) than staying visitors (29%) although staying visitors account for 64% of the tourism spend
- 78% of staying visitors stayed in self-catering accommodation
- 88% of staying visitors were in Great Yarmouth for holiday purposes; only 6% were staying for business reasons
- 6% of visitors were from overseas.

The Borough has seen nearly a decade of steady investment in its tourism product. Recent large-scale public sector developments include:

- redevelopment of the former Maritime Museum
- refurbishment of Great Yarmouth Station
- creation of Time and Tide Museum.
Recent private sector developments include:

- refurbishment of the Atlantis Resort
- regeneration of Great Yarmouth Racecourse
- investment at Merrivale Model Village, Britannia and Wellington Piers, Sea Life Centre, Joyland and the American Diner
- investment by the hotels sector including the transformation of several traditional guest houses into small designer hotels
- considerable investment in holiday parks and centres.

**Casino**

Great Yarmouth was one of only eight locations in England and Wales to be granted permission by the government to build a new super casino. The Borough Council awarded the licence to Pleasure and Leisure Property Corporation (PLPC), the company which owns the Pleasure Beach, to build their new casino and leisure complex – The Edge. The Edge, located at the southern end of the ‘Golden Mile’, South Beach Parade, includes restaurants, bars, a bowling alley, a multiscreen cinema, a hotel and car parking.

**Employment in tourism**

Over 9,500 people are employed in the tourism industry in Great Yarmouth.

Accommodation and food services employ 12.3% of employees compared with 7.1% in Norfolk, 6.0% in the East of England and 6.7% in England as a whole.

The Borough has a greater proportion of people employed in arts, entertainment and recreation than the county average (5.0% compared to 4.0%).

By 2016 Great Yarmouth Borough Council plans for:

- 12% more jobs in tourism, with more security, better career development, higher levels of skill and consequent reward
- visitors bringing £650 million annually into the local economy
- a year-round profitable tourism business.
Document 2

Economic Impact of Tourism

Norfolk County – Volume and Value of Tourism

Staying Visitors

Paying guest refers to overseas visitors staying in private houses, primarily language school students. Other trips includes nights spent in transit, in lorry cabs and other temporary accommodation.

Accommodation Type

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<th>UK [000s]</th>
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<th>Overseas [000s]</th>
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Fig. 1 Trips by Accommodation
### Fig. 2 Nights by Accommodation

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### Fig. 3 Spend by Accommodation

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### Day Visitors

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<td>Countryside visits</td>
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<td>Coastal visits</td>
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<tr>
<td>TOTAL</td>
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### Fig. 4 Trips and Spend by Urban, Rural and Coastal Area
**Time and Tide**  
**Museum of Great Yarmouth Life**

Set in one of the UK’s best preserved Victorian herring curing works, Time and Tide tells the story of Great Yarmouth from its Ice Age origins to the present day.

Experience the heady atmosphere of a 1950s, fish wharf and take the wheel of a steam drifter. Hear gripping tales of wreck and rescue, and meet some of the colourful characters who made their living from the sea.

Enjoy fascinating archive film shows and hands on displays. Relax in the attractive courtyard beneath a canopy of sails.

Meander through the displays having fun with the interactive games and use an audio guide to delve deeper into the town’s history.

Discover the town’s rich maritime heritage and its development as a popular seaside resort. Wander down a typical 1913 ‘Row’ and see inside the homes of a local fisherman and his neighbours.

Explore the original smokehouses, where the lingering aroma of smoked herring is a reminder of times gone by.

Contact Details

**All Enquiries** 01493 743930  
**Website** www.museums.norfolk.gov.uk  
**Email** yarmouth.museums@norfolk.gov.uk  
**Write to** Time and Tide, Blackfriars Road  
Great Yarmouth, NR30 3BX  
Facebook www.facebook.com/timeandtide museum  
Twitter @timetidemuseum
Facilities for Visitors

The Silver Darlings café is a delightful place for morning coffee, lunch or afternoon tea; whether you are just passing by or visiting the museum.

Excellent coffee, tasty snacks and delicious food are available throughout the day when the museum is open.

When the museum is not open, the café can be hired for private functions.

To discuss your requirements or make a booking, please contact:

silverdarlingscafe@yahoo.co.uk or Tel 01493 743932

Meeting Room

A large room (capacity 40) on the first floor of the museum is available for private hire. Overlooking the museum courtyard and equipped with excellent projection and video conferencing facilities, public address, hearing loop and air conditioning, it is an ideal space for training events and meetings. Catering is available from the Silver Darlings café.

For more details or to book, please contact the museum (see back page for details).

Museum Shop

Here you’ll find books, toys, confectionery and an excellent range of gifts for all the family. Treat yourself to something unusual as a memento of your wonderful day out.

Visitor with disabilities – may bring one companion in free. The museum is accessible to wheelchair users. Assistance dogs are welcome. For detailed advice about access, call 01493 743930 or visit www.museums.norfolk.gov.uk

Open

1 April – 31 October 2013
Mon – Sun 9.30am – 4.30pm

1 Nov 2013 – 31 March 2014
Mon – Fri 10am – 4pm Sat & Sun 12noon – 4pm

Ticket Prices

Adults £5.20, Concessions* £4.30
Adult in a Family Group £4.20
Children (4-16) £3.70

*Concessions for visitors with disabilities, over 60s and students. Discounts are available for prebooked groups and schools. Please ring for details. Admission to the shop is free. Prices subject to change.
About the Fawlty Towers Hotel in Great Yarmouth

Centrally located in the popular seaside resort of Great Yarmouth, this small, family-run hotel provides comfortable accommodation within easy reach of the seafront and town centre. Each room has a fridge and a flat-screen HD TV with Freeview. In the evenings, you can relax in the comfort of the hotel and keep in contact with family, friends and colleagues using the free Wi-Fi connectivity.

Despite the decidedly ‘tongue-in-cheek’ name – we are a friendly, family-run establishment proffering great facilities and extremely affordable prices. Boasting a superb location, we have all the necessary amenities on hand. We are just 2 minutes from the beach and main shopping centre, and 10 minutes from the train station.

The hotel comes under the personal supervision of resident proprietors, Patsy and Phil, who are here to maintain high standards and a friendly atmosphere.

Some ground floor accommodation is available but limited. All our rooms are en-suite, comfortable and spacious. Rooms are newly decorated with matching bedding, own keys, tea/coffee facilities, fridge, central heating, full length mirror, hair dryer, iron and ironing board and a safe.

You need to check out by 10am – thank you.

The Fawlty Towers Hotel is pleased to accept the following methods of payment, Cash, American Express, Visa, Euro/MasterCard, Diners Club, Maestro, Solo, Switch.

The hotel is pleased to help any disabled guests as much as possible, so please state when booking if you have any special requirements.

<table>
<thead>
<tr>
<th>Tariff</th>
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<tr>
<td>Prices start from £18 per person per night</td>
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<tr>
<td>Free breakfast from 1st October to 31st March</td>
</tr>
<tr>
<td>Children under 2 stay free; children under 12 stay half price when sharing with adults</td>
</tr>
<tr>
<td>We have high chairs available and cots can be made available when booking</td>
</tr>
<tr>
<td>OAP discounts are available out of season</td>
</tr>
<tr>
<td>We offer many special deals including weekly discounts and deals for workers and contractors</td>
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<tr>
<td>FREE parking permits are available</td>
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</table>
Hadleigh Gables Hotel occupies one of the finest positions on the seafront close to the Britannia Pier.

- Bed & Breakfast or Bed, Breakfast & Dinner available
- The Bowling Greens, Britannia Pier and town centre are a few minutes walk from the hotel
- Lift to all floors
- All bedrooms are en suite: single, twin, double and family rooms available
- Sea view rooms available
- Complimentary tea/coffee making facilities in all rooms
- Double glazing and central heating in all rooms
- Ground floor rooms available
- Disabled-friendly rooms with balcony available
- On-site facilities for scooter charging and storage
- High standard of traditional English fare with a choice of menu
- Special diets catered for
- Sea view bar/lounge with entertainment 4–5 nights per week
- Concessions for over 60s (min 1 week)
- Tinsel and turkey breaks available
- Concessionary rates for coach parties and bowls tours.

5–7 North Drive, Great Yarmouth, NR30 1ED  
T: 01493 843078  F: 01493 800305  
E: hadleighgables@btconnect.com  W: www.hadleighgables.com

Daily rate per double en suite B&B: £40 min – £80 max.

Springtime special
March, April and May  
from £30pp B&B  
from £38pp Bed, Breakfast and Dinner
2 Night Weekend Break BB&D  
Friday – Saturday from £72.00pp
4 Night Midweek Break BB&D  
Monday – Friday £140.00pp  
Subject to availability.
Tourist Information Centre

Welcome to our bright and airy tourist information centre on Marine Parade, opposite the Marina Centre, on the sea front.

We’ve got all the information you need to get your holiday off to a great start, from leaflets about tourist attractions in Great Yarmouth, to leaflets about things to do and places to go in the rest of Norfolk and Suffolk.

There’s easy access if you’ve got a pushchair or wheelchair, with a ramp to the right of the building leading directly to the front door. Once inside, there's more than enough room for you to get about safely and easily.

We’ve got lots of information about local public transport, with details about buses and trains which leave from the town. We also sell National Express tickets. Talking of tickets, we operate as a ticket agent for a number of local attractions, so you can plan your stay and get your tickets all under one roof.

Our Tourist Information Centre is currently open from 9.30am to 5.00pm Monday to Saturday and Sundays from 10.00am to 4.30pm.

If you’re not sure what to do, where to go or where to stay, speak to one of our friendly Tourist Information Centre staff who have a broad knowledge of all that the resort has to offer. They can even book you accommodation if you’ve come on a spur of the moment break!

If you're thinking of booking your holiday now and would like some advice, just give us a call on 01493 846346 and we'll do our best to help.

We look forward to seeing you in Great Yarmouth soon.

Beach Wheelchairs

Everyone can get on the beach in Great Yarmouth!

Great Yarmouth has five specially designed beach wheelchairs with large pneumatic wheels which just slide over sand so that everyone in your party can enjoy the beach.

Whether it’s a lazy day on the sand, or a brisk stroll along the beach in spring or autumn with the dog, come and hire a beach wheelchair from the Tourist Information Centre so that everyone in the family can enjoy the sand.

Assistance may be required as it's a little tricky to manhandle the wheels in the usual way, however, users this year were delighted to be able to get on the sand without having to be dug out again and several commented that it had been years since they had been able to go on the beach in a more traditional wheelchair.

Please note that you must be able to transfer yourself from your usual wheelchair onto a beach wheelchair as unfortunately we do not have a hoist available. Staff in the Tourist Information Centre will be pleased to look after your traditional wheelchair while you have a beach wheelchair out on loan.

If you'd like to make sure that we've got a beach wheelchair spare for you to use, just give us a call on 01493 846346 and we'll make sure one is ready and waiting for you! No charge is made for this free service; all we require is a refundable deposit.
A Norfolk holiday park close to all the action.

You couldn't get a holiday park like ours any closer to one of Britain’s great seaside resorts.

You can walk along the seafront, right into the centre of Great Yarmouth with its Pleasure Beach Funfair and other family attractions including the Sea Life Centre and Britannia Pier. And yet, despite being so close to the bustling resort, Seashore manages to feel quietly secluded thanks to our location, just between the sea and a racecourse. So you’ll be able to relax and enjoy our pools and flumes, sports and live family entertainment.

Accommodation at Seashore

One thing we’ve learnt over the years is that no two families are the same.

Some want all the latest mod-cons. Others are just looking for a comfy place to rest their head. Our caravans suit every taste and budget, from our great value Standard and Superior, to our wide and comfy Deluxe and Prestige models. Our luxurious Platinum caravans are top of the range.

Our caravans have everything you need so you can really relax and make yourself at home during your stay. There is a choice of caravans for everyone, whether it’s 2 or 3 bedrooms, a more spacious 12ft wide model, a specially adapted caravan or a caravan to suit your budget. At Seashore, we have it all.

Adapted caravans at Seashore

Everyone has different needs, but a trip to the seaside should be easy for everybody.

That’s why Seashore has a range of specially adapted caravans, suitable for everyone from wheelchair users to guests with guide dogs. But as all impairments and disabilities are dealt with in different ways, we have a team of specially trained special needs advisors who will listen to your individual requirements and talk you through every aspect of your booking. This way, your holiday can be everything you want it to be. Call 0800 072 9496 to talk to our special needs team. Plus, we welcome Registered Assistance Dogs in all of our adapted caravans.

Wheelchairs can be hired from the shop on 01493 722700 and they deliver.
Stand Name/Ticket Type | Cost
---|---
Classic Raceday | £37.00
This is the perfect introduction to a day at the races. Your package includes a Premier ticket, car parking, raceday programme, £5 tote bet, welcome drink, full afternoon tea and an exclusive behind the scenes tour.

Fancy a Flutter | £25.00
For those who fancy a bit of fun! Your package includes a Grandstand and Paddock ticket, car parking, raceday programme, £2 tote bet, welcome drink and a burger meal.

Premier Badge | £18.00
Premier Enclosure – includes admission to the Trafalgar Restaurant and Victory Bar in the Lord Nelson Grandstand and the Hoops Champagne Bar and Lawn, as well as access to all facilities in the Grandstand and Paddock Enclosure.

Grandstand and Paddock | £11.00
Provides access to the main viewing Grandstands and Parade Ring and includes an adventure playground, a variety of food outlets, bars and betting facilities.

*Packages must be booked in advance. Prices per person and include VAT.*

**HOW TO FIND US**

**Great Yarmouth Racecourse**, Jellicoe Road, Great Yarmouth, Norfolk, NR30 4AU  
Tel. 01493 842 527  Fax. 01493 843 254

**BY ROAD**
The Racecourse is situated to the north of Great Yarmouth towards Caister. From the North and Midlands, the Racecourse can be reached via the A47. The main southern approach roads are the A11 (joining the A47 south of Norwich) and the A12 via Colchester, Ipswich and Lowestoft. On arrival at Great Yarmouth, follow yellow AA signs to the Racecourse.

**BY AIR**
Helicopters may land (by prior arrangement with the management) at the Racecourse itself.

**BY TRAIN**
Great Yarmouth railway station is approximately 1 mile from the Racecourse and serves mainline services via Norwich.
WHERE TO EAT AND DRINK

Private Hospitality Boxes
Go on, treat yourself! With sumptuous food, the best views and your own private box, private hospitality is the perfect way to further enhance your racing experience.

Whether you choose to be at the heart of the action, adjacent to the Parade Ring, or take in the breathtaking panoramic views of the course from the hospitality suites of the Lord Nelson Grandstand, you and your guests are assured of fine dining at its best.

Trafalgar Restaurant
The restaurant is situated in the heart of the Lord Nelson Grandstand offering first class cuisine in a luxurious dining environment with easy access to the best views of the course. Your advance package includes:

• Premier admission ticket
• Three course meal
• Reserved table for the duration of the event
• Raceday programme and free parking

Hoops Champagne Marquee and Lawn
Only a short stroll from the Parade Ring and Winning Post, Hoops offers a wide range of fine wines, champagne, afternoon teas and a bar menu for light meals and tasty snacks. You will require a Premier admission ticket to access Hoops.

Victory Bar
Located within the Premier Enclosure on the front of the Lord Nelson Grandstand this lively bar offers excellent views over the track and winning line. The bar serves draught lager, bitter, cider, bottled beers and a selection of wine and spirits which can all be enjoyed in a vibrant atmosphere.

Fast Food Lawn
This is great for a grabbing a bite to eat whilst ensuring you don’t miss any of the action and will typically offer hot dogs, burgers, hog roast, sweets, shellfish and fish and chips.

Family Tea Room
Located alongside the children’s playground you can buy afternoon teas, hot and cold snacks and sandwiches.

Grandstand and Paddock Bars
Available to all ticket holders, these lively bars offer multiple TV screens and tote betting facilities.

MORE THAN JUST A RACECOURSE

Our venue, your event!
When we’re not racing, we host a range of different events including:

• Conferences and meetings
• Celebrations and special occasions
• Weddings
• Christmas party nights
• School Proms
• Caravan rallies
• Trade shows
• Product launches
• Outdoor events

With plenty of versatile suites, delicious menus, free parking, acres of outdoor space and excellent transport links, our picturesque venue is ideal for any event, big or small!

CONFERENCES AND MEETINGS

A winning formula
Looking for a unique business meeting or conference experience? Our picturesque and versatile venue offers free parking and Wi-Fi. Plus, our award winning caterers can provide delicious food from a lunchtime finger buffet to evening formal dining.

Whether you choose one of our Day Delegate Packages or require bespoke alternatives, our dedicated team will ensure your event runs efficiently from start to finish.

Work has never been such fun!
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