



University of Brighton



ECONOMIC IMPACT
OF THE
GOODWOOD REVIVAL
ON
THE SURROUNDING AREA



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MARCH 2013

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FOREWORD

by Lord March

It seems like only yesterday when we launched the Festival of Speed in the grounds of Goodwood House as the first step in our efforts to revitalise motor sporting activities on the Goodwood Estate, but that was twenty years ago. The first Goodwood Revival followed just five years later in 1998.



One of the obstacles we faced in those early years was planning control. We argued that allowing motor racing on a limited number of days in the year would enable us to invest more in the Goodwood Estate and that would bring real long term benefits to the local community. We know we have been successful; we have been able to invest substantial sums in the Estate infrastructure that would not have been available if they had not been generated through our motor sport activities. We know that all this work has put the Goodwood Estate in a strong position. It has safeguarded employment for many local people for many years to come, and we can quantify all of those things.

It is also obvious that the Goodwood motor sport events bring benefits to the area too, but until now, we have only been able to think of these in qualitative terms. We were thus only too pleased to be approached early in 2012 by the Federation of British Historic Vehicle Clubs asking if they could research the Goodwood Revival for us. They told us they were working with the University of Brighton to carry out economic impact studies of prominent historic vehicle events following a pilot exercise on the London to Brighton veteran car run in 2010. This report is the result of this research. It has opened the window on what we could previously only imagine, and the work has shown that the Goodwood Revival alone brings substantial spending to our part of the country that wouldn't otherwise have come here.



INTRODUCTION

The Goodwood Revival, so-named because it revives motor racing at the Goodwood Motor Circuit, is an annual extravaganza of nostalgia built around a three-day motor race meeting for historic cars and motor cycles that celebrates the history of motor sport at Goodwood. The report that follows relates to demographic, social and economic research conducted around the event that took place on 14, 15 and 16 September 2012.

Goodwood Motor Circuit and the immediate surrounding area have hardly changed since the circuit was opened in 1948. The area is steeped in history and provides a setting that helps create a sense of theatre and occasion. Many aficionados consider the 1950s to have been the most exciting era for motor sport when you could see the drivers working hard at the helm of open-wheeled single seater racing cars while the sports racing cars bore close resemblance to the cars the public could buy. Goodwood was at the heart of that golden period of British motor sport hosting many international events in the 18 years it was open.



Nissen hut and Spitfire in wartime at Westhampnett airfield

already an established car body designer and model maker and would go on to set up a company working in aviation design. The first motor sport event took place in 1936 and was a hill-climb on an impromptu course in the grounds of Goodwood House.

In the first world war, land had been compulsorily purchased from the Estate to build a training base for the Royal Flying Corps at Tangmere. By 1939, RAF Tangmere had been enlarged to accommodate fighter aircraft whose purpose was to defend the south coast. Further capacity was required, and land at nearby Westhampnett was acquired from the Estate on lease where a satellite grass airfield was constructed that was eventually to house a squadron of Spitfires.

After hostilities, the airfield was mothballed for a short period before being returned to the Estate. Freddie, who had become President of the Junior Car Club shortly before the war and was still serving with the RAF, had been asked by his colleague Tony Gaze when there would be racing at Westhampnett. Tony, an accomplished racing driver himself, had been involved in some informal races round the perimeter track whilst serving at the airfield during the war and knew of Freddie's position in JCC. Freddie saw the potential through the detritus left behind by the RAF and managed to get the necessary permissions. He mobilised the Estate's resources to clear the mess and repair the potholes in time to run the first Goodwood race meeting in September 1948 under the aegis of the Junior Car Club.



The first race at Goodwood gets under way

The programme for that first meeting described it as an experiment. Despite being held at a venue that was more or less devoid of infrastructure or facilities, and mainly featuring cars that were over ten years old, it was a resounding success (*photo right*). One of the few newer cars, a 500cc Cooper, gave a 19 year old Stirling Moss both his first motor race and his first motor race win (*inset*).



By the next meeting, at Easter 1949, the Goodwood Road Racing Company had been established to run and maintain the circuit and the Junior Car Club had absorbed the Brooklands Automobile Racing Club to become the British Automobile Racing Club.

Freddie remained President. BARC made Goodwood its home for the next 18 years, running 71 race meetings for members (*1955 example below*) and organising more than 50 other meetings including annual Easter, Whitsun and September international meetings that attracted all the top-flight teams and drivers of the time. There were International 9-hour Sports Car Races in the mid-1950s and, from 1958, RAC Tourist Trophy races that were rounds of the World Sports Car Championship. The character of those events was often as much garden-party as serious competition.

The decision to close Goodwood Motor Circuit to racing in 1966 was triggered by a combination of factors, with cost probably underlying all. The most often cited reason is that the circuit had become more dangerous because of the dramatic increase in speeds since it had opened. Other factors included ever growing bureaucracy and the Duke's impending retirement. Two years later, Freddie decided to move to London and hand over the running of the Goodwood Estate to his son

who, on Freddie's death in 1989, would become the 10th Duke of Richmond.



The circuit may have closed for racing, but it remained in regular and frequent use for commercial vehicle testing, press sessions, track days, motor club sprint meetings and occasional special stage rallies – also, the airfield had been brought back in to operation as Chichester Aerodrome in 1951, so the basic infrastructure was being maintained.

In the early 1990s, the 10th Duke, in his turn, handed the running of the Goodwood Estate on to his son, Charles, the present Earl of March. Charles had been a frequent visitor to Goodwood during school holidays in the early 1960s and grew to share his grandfather's enthusiasm for motor racing. He was determined to bring motor sport back to Goodwood, and started by planning the Festival of Speed on the course that his grandfather had used in 1936. The first Festival in 1993 was another immediate success.

The return of racing to the motor circuit was more complicated and was to take another five years. The world had changed since 1966: cars had got even faster, motor sport controls stricter and – perhaps most importantly – noise restrictions were in force. There was a powerful lobby opposed to re-opening the circuit for racing on one side but a numerically strong lobby in the form of the Goodwood Supporters Association on the other. Eventually, at the end of 1996, the fight was decided in Goodwood's favour and authority was granted for five days of un-silenced racing a year (provided acoustic banks to mitigate noise were constructed) and a track licence was issued by the RAC MSA, the governing body for motor sport, allowing the racing of cars constructed before 1972.



Ludovic Lindsay in ERA 'Remus' about to win the first Revival race

emergency vehicles) are allowed within the perimeter of the circuit. Track marshals are taken to their positions by a fleet of 1950s coaches. Everyone is encouraged to come in appropriate attire for the '40s, '50s or '60s and, where possible, in period vehicles. There is a period fashion show, period themed motor-show and exhibitions arranged in period style. There is a race for children in 1950s style pedal cars (*photo below*) and a period fun-fair.

The Revival has been described as "a magical step back in time, a unique chance to revel in the glamour and allure of motor racing in the romantic time capsule of the world's most authentic motor circuit." As this report shows, in its few short years it has earned a place on the calendar of annual high-profile events and brings a very substantial amount of commerce to the surrounding area.

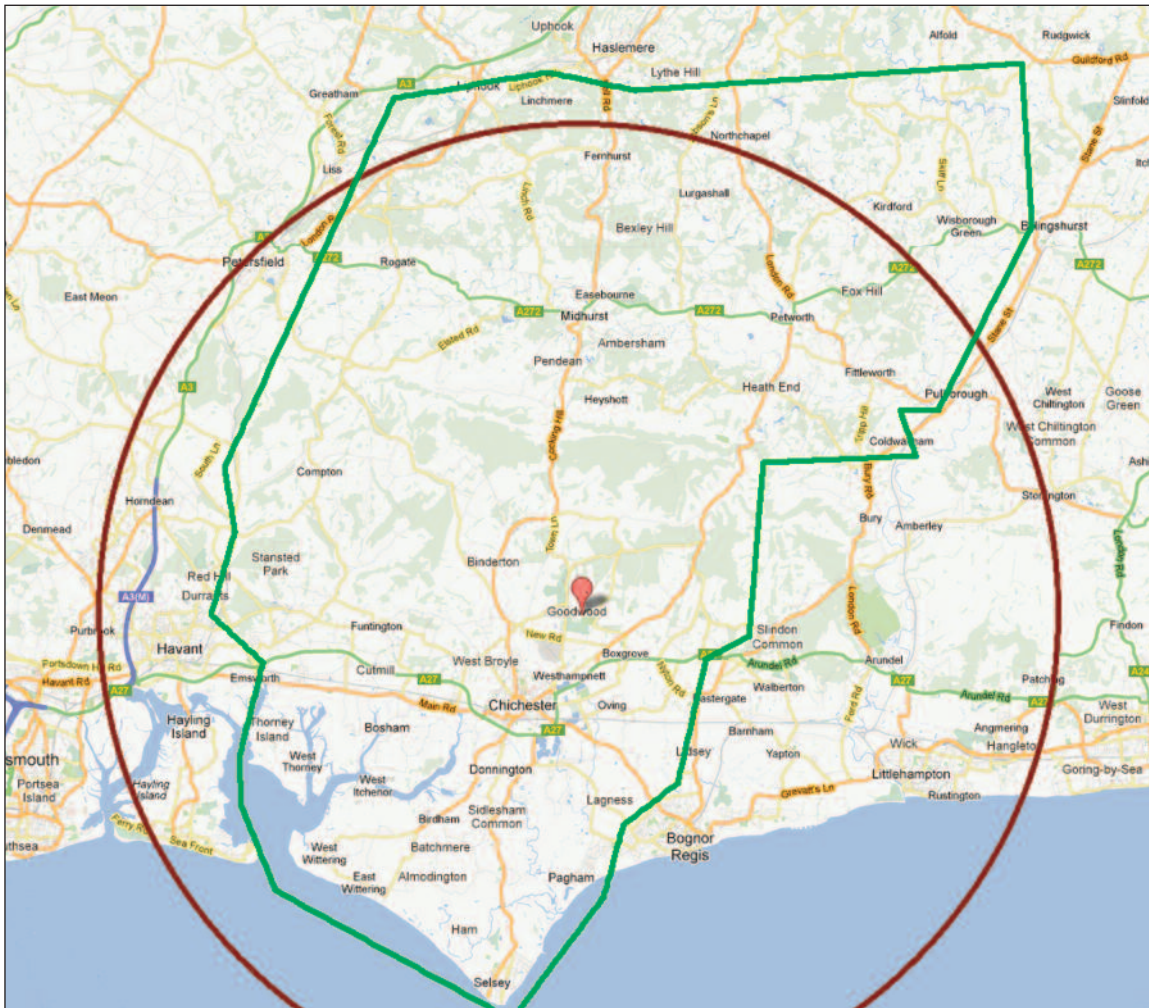


The first Goodwood Revival took place over the weekend of 18, 19 and 20 September 1998, 50 years to the day since that very first meeting.

Like that first meeting, and the first Festival of Speed, it was an immediate success and has been an annual event ever since, growing in stature year by year.

The Revival is unique. It is as much a celebration of the garden-party atmosphere of the circuit's heyday as it is a celebration of the racing. No modern vehicles (save for

THE STUDY AREA



The research area, indicated on the map above, is a 20 kilometre circle centred on the Goodwood Estate which lies to the north of the city of Chichester. The area has some 40km of coastline and covers just over 1,000 square kilometres including Chichester Harbour and much of the South Downs, both of which are designated Areas of Outstanding Natural Beauty. The northern part of the study area is within the South Downs National Park, which extends from Winchester in the west to Eastbourne in the east – and has, historically, acted as a barrier to communications and transport, thus protecting Chichester and the area surrounding the motor circuit from the pressures of overdevelopment.

Chichester itself is notable for many historic sites, in particular the first century Roman Palace at Fishbourne (just west of the city), the 900 year old cathedral and the elaborate early sixteenth century market cross. The city is also a respected centre for the arts, with a theatre that attracts many notable productions, and is also the home of one of the country's youngest universities.

The study area, being geometric, is only an approximate match to the Chichester District of West Sussex, outlined green. The most north easterly section of this District falls outside the circle, while Bognor Regis, Arundel and Littlehampton in the south eastern sector are in the Arun District of West Sussex. The western fringe, including Petersfield, Horndean, Havant (the most populous town) and Hayling Island, is in Hampshire.

The 2011 census estimated the population of the Chichester District to be 113,800 with a population density of 1.4 people per hectare. That compares with an overall West Sussex average of 3.9 and a national average of 3.8. The average for the whole of the south east is 4.2. The towns, mentioned above, that are outside the District but inside the study area have between them

a population of nearly 200,000. It is thus estimated that the overall population of the study area is approximately 300,000, giving an average density of 3 per hectare.

Apart from the region around Havant, the easternmost part of the Southampton/Portsmouth conurbation, the study area is mainly farmland and forest. The natural beauty attracts a considerable number of tourists and the South Downs Way (a National Trail, wholly within the South Downs National Park, linking Winchester and Eastbourne) passes the northern edge of the Goodwood Estate.

Most private sector employment in the study area is to be found in the south west corner around Havant. Proximity to the M27/A3/M3 makes this an ideal location for distribution centres such as those operated by Tesco and Asda which employ several hundred people. Other significant employers include Scottish Power, Pfizer, Lockheed Martin, Kenwood, and Apollo Fire Protection.

In the Chichester District itself, however, the only significant industrial employer is Rolls-Royce Motor Cars, whose headquarters is built on land leased from the Goodwood Estate at Westhampnett. This facility was opened in 2003, and now employs nearly a thousand people. Otherwise, public sector, retail, tourism, agriculture and forestry are the main employment sectors, and, in the latter three categories, the Goodwood Estate itself plays a significant role.

The 12,000 acre Estate was established in the seventeenth century by the first Duke of Richmond and stretches north from Chichester over the South Downs Escarpment to the South Downs Way in Charlton Forest. Over half the Estate land is used for agriculture and forestry, with the remainder dedicated to other enterprises including the famous Goodwood horse race course, the Goodwood Motor Circuit and the Chichester/Goodwood Aerodrome, two golf courses, a hotel, an organic farm and shop and the tourist attraction of Goodwood House itself. This combined activity provides employment for 550 people.

METHODOLOGY

In order to assess the financial impact of the Goodwood Revival the Federation of British Historic Vehicle Clubs and the University of Brighton conducted an assessment of the 2012 event. Three avenues of enquiry were pursued:

- The event organisers were asked about the income and expenditure for the event and the numbers of people involved in various activities.
- A team from the University of Brighton questioned members of the public attending the event in order to determine their expenditure both at the event and elsewhere within the study area (see map on page 5). 1,045 usable responses were collected.
- Members of the Goodwood Road Racing Club, competitors & crew, officials and exhibitors were invited to complete the same questionnaire, either on paper or electronically. This yielded a further 387 responses from the first two groups.

In addition to enquiring about expenditure, the questionnaires requested background information about frequency of attending, type and location of accommodation (if not staying at home), age bracket, location of normal residence, historic vehicle and other heritage-related interests.

Anomalous and contradictory responses were ignored. The results were analysed and extrapolated to provide the figures contained in this report. Care was taken to avoid double counting.

RESEARCH FINDINGS

About the people attending the Goodwood Revival in 2012

The 2012 Revival took place over three days – Friday, Saturday and Sunday, 14-16 September – and was open to the public on all three days. Although no formal activity took place on the Thursday, most competitors' support teams arrived then in order to prepare for scrutineering and checking of documentation, so for most race participants and their support teams (referred to throughout as 'competitors & crew'), it was a four-day event.

Unless able to commute from home, those competitors & crew and officials engaged on all three days had to stay at least two nights in the area, as did the many dedicated spectators who attended all three days.

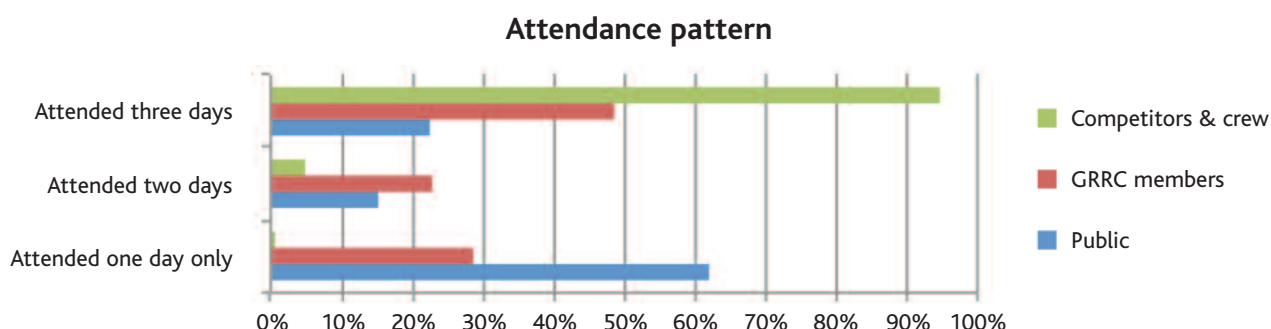
The headline number was that 145,398 people attended the 2012 Revival. This represents the total number of day passes issued and includes everyone involved from catering staff to VIP guests; from race officials to celebrity drivers. No tickets were sold on the gate, so the event was open only to those who had planned to attend and purchased their tickets in advance.

The analysis that follows relates to three groups – the general public, spectating members of the Goodwood Road Racing Club (GRRC), who by their nature have a particular interest in historic racing, and competitors & crew. Insufficient survey responses were received from other groups to make generalisation of the data possible.

Data from Goodwood showing the number of passes issued give the following breakdown:

Category <i>(all include accompanying children & young people up to 21)</i>	Individuals attending	People/day attendances
Members of the general public (inc 601 youngsters) with 3 day passes	12,827	38,481
Members of the general public (inc 408 youngsters) with 2 day passes	8,712	17,424
Members of the general public (inc 1648 youngsters) with 1 day passes	35,171	35,171
Sub-total		91,076
Members of GRRC (inc 125 youngsters) with 3 day passes	2,661	7,983
Members of GRRC (inc 58 youngsters) with 2 day passes	1,247	2,494
Members of GRRC (inc 74 youngsters) with 1 day passes	1,573	1,573
Sub-total		12,050
Competitors & crew with 3 day passes	3,475	10,425
All other groups including officials, race marshals, sponsors, guests, VIPs, press, exhibitors, hospitality guests, catering staff etc.		31,847
Total		145,398

The chart below shows the differences in attendance between the three groups that are the focus of this study: as might be expected, most competitors & crew were there all three days, most GRRC members were there two or more days, but 60% of the public came for just one day.



Loyalty

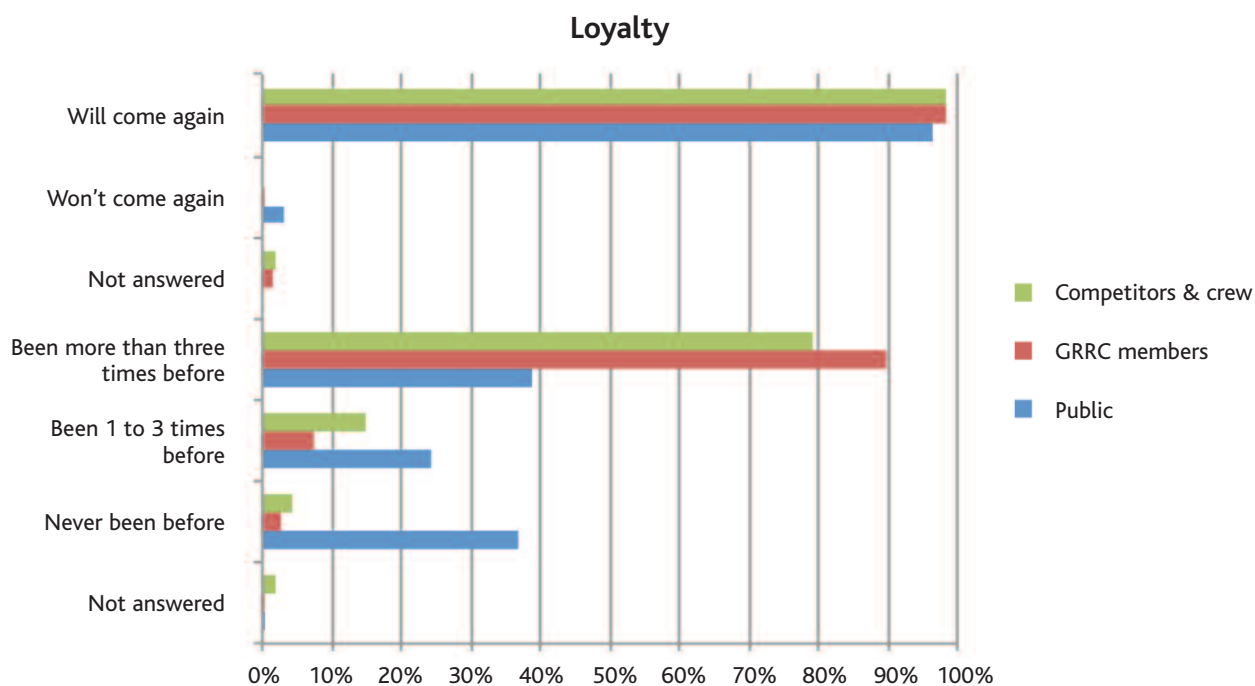
The extent to which those attending annual events return is a clear measure of the success and health of those events – if people enjoy themselves and perceive value for money, they are likely to return whenever they are able: if they don't enjoy themselves, or sense the cost of attending outweighs the pleasure, they tend not to come again.

On these criteria, the Goodwood Road Racing Company is in a truly enviable position with over 90% of respondents saying they expect to be returning at some stage in the future.

Understandably, there is a difference in previous attendance rates between those with a special interest in historic racing and members of the general public. As the chart below shows, nearly 80% of competitors & crew and 90% of members of the Goodwood Road Racing Club who responded to the survey questionnaire had been to three or more previous Revival meetings against just under 40% of members of the public.

It might be expected that past attendance and future intentions would differ between those normally resident in UK and those living overseas, but the survey responses showed otherwise – the profile was the same to within a couple of percentage points between the two groups.

With fewer than 3% of spectators, and hardly any competitors & crew or members of the Goodwood Road Racing Club saying they do not plan to come again, the Goodwood Revival is clearly well established in the ranks of “must do” events.

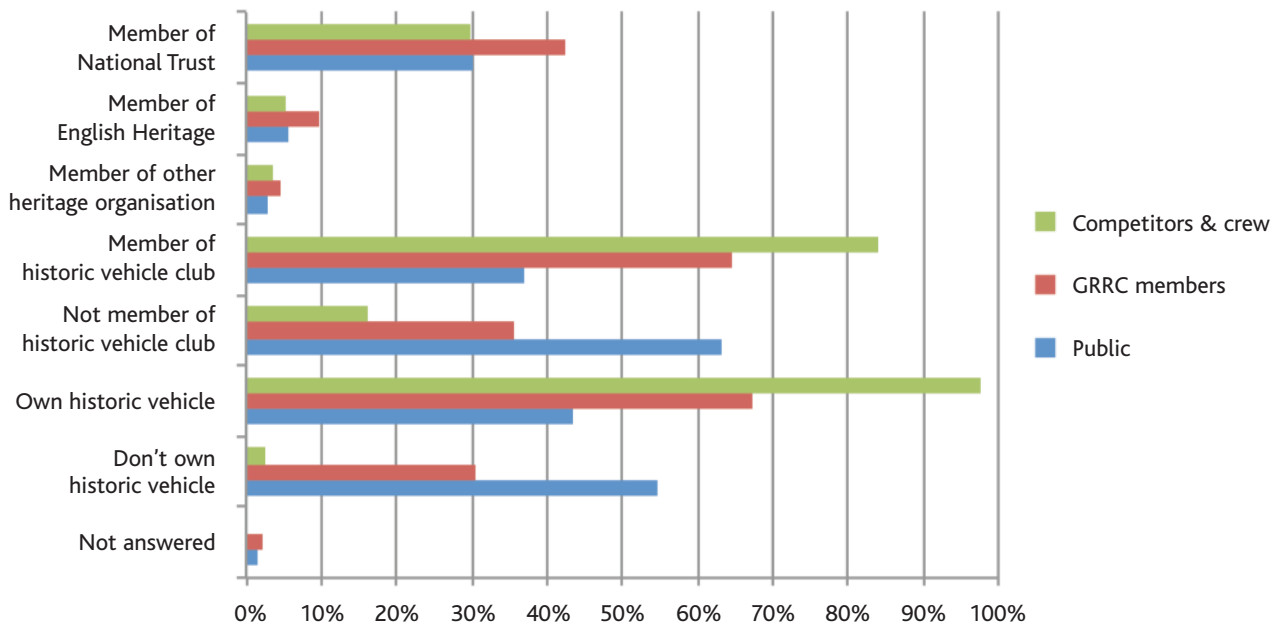


Historic vehicle and other heritage interests

On the evidence of the survey, those attending the Goodwood Revival are more than four times as likely to belong to a heritage organisation, such as the National Trust or English Heritage, as the general public.

Less surprisingly, over 60% of members of the Goodwood Road Racing Club and over 80% of competitors & crew were found to belong to clubs that cater for those with an interest in historic vehicles, defined for the purposes of this report as those that are over 30 years old, with a slightly higher proportion in each category actually owning such vehicles. Over 35% of the general public attending also belonged to such clubs with 43% owning historic vehicles.

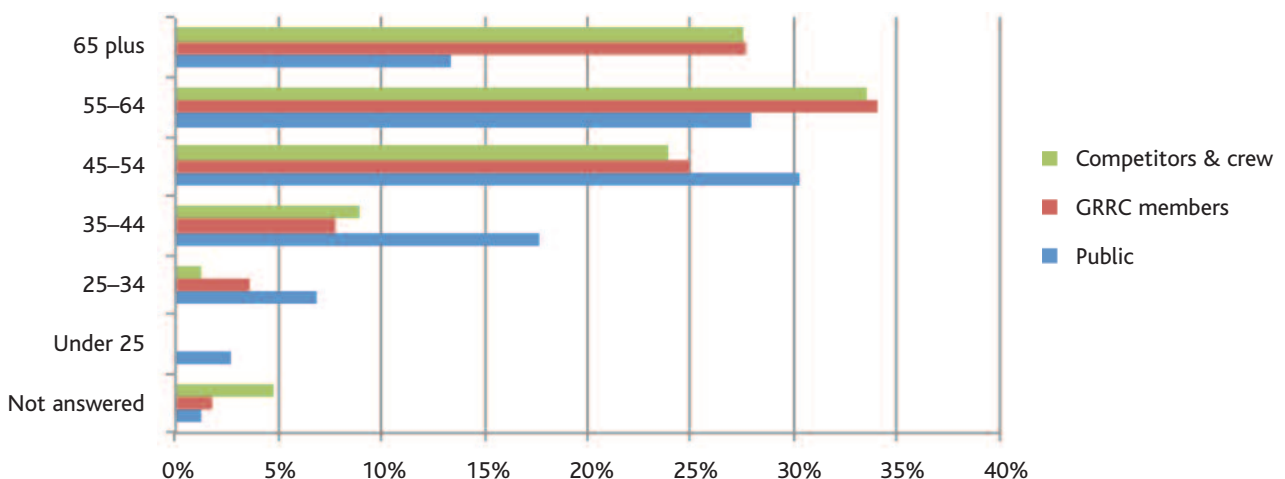
Heritage interests



Ages of respondents

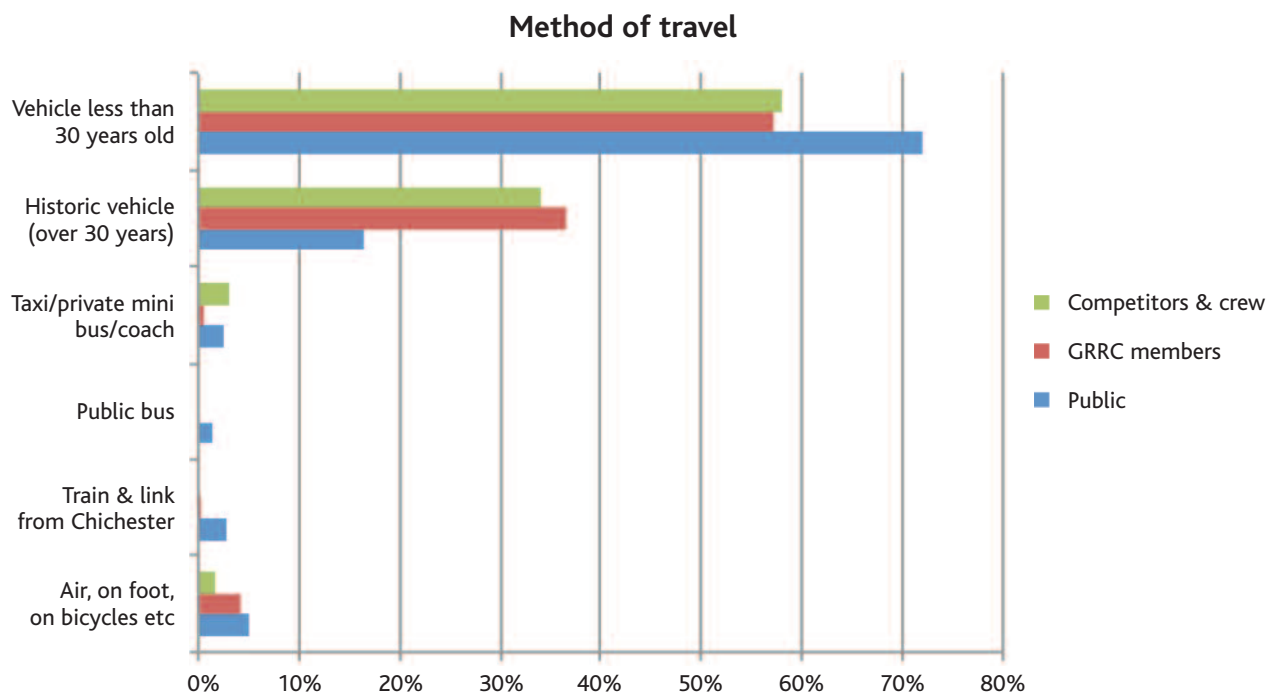
The age profiles of competitors & crew and members of the Goodwood Road Racing Club showed a remarkable similarity, and indicated that 60% of both groups were aged over 55. Surprisingly, this indicates a somewhat older population than that found by a 2011 survey into the character of the overall British historic vehicle movement which reported that 55% of those engaged in the hobby were under 60. The age distribution for the general public attending the Revival was noticeably younger with 60% under 55.

Age of respondents



Method of travel

Predictably, most people travelled to the Goodwood Revival in modern private cars – but many chose some other means of transport. 35% of competitors & crew and Goodwood Road Racing Club members arrived in historic vehicles, as did over 15% of the general public. The fact that Goodwood is also an active airfield means that those with private planes can fly-in, and nearly 2% of competitors chose this option.



Ignoring those travelling by coach or mini-bus, the survey found that the average number of spectators and GRRC members travelling together in a car was the same at 2.5 people per vehicle, irrespective of whether the car was modern or historic. This gives an estimated number of daily vehicle movements for spectators and GRRC members of a total of just under 12,500, of which 2,500 were cars over 30 years old.

Goodwood's parking statistics showed an average of 17,500 vehicles being parked daily which includes support vehicles used by competitors & crew as well as those vehicles used by officials, race marshals, sponsors, guests, VIPs, press, exhibitors, hospitality guests, catering staff.



Location of main residence

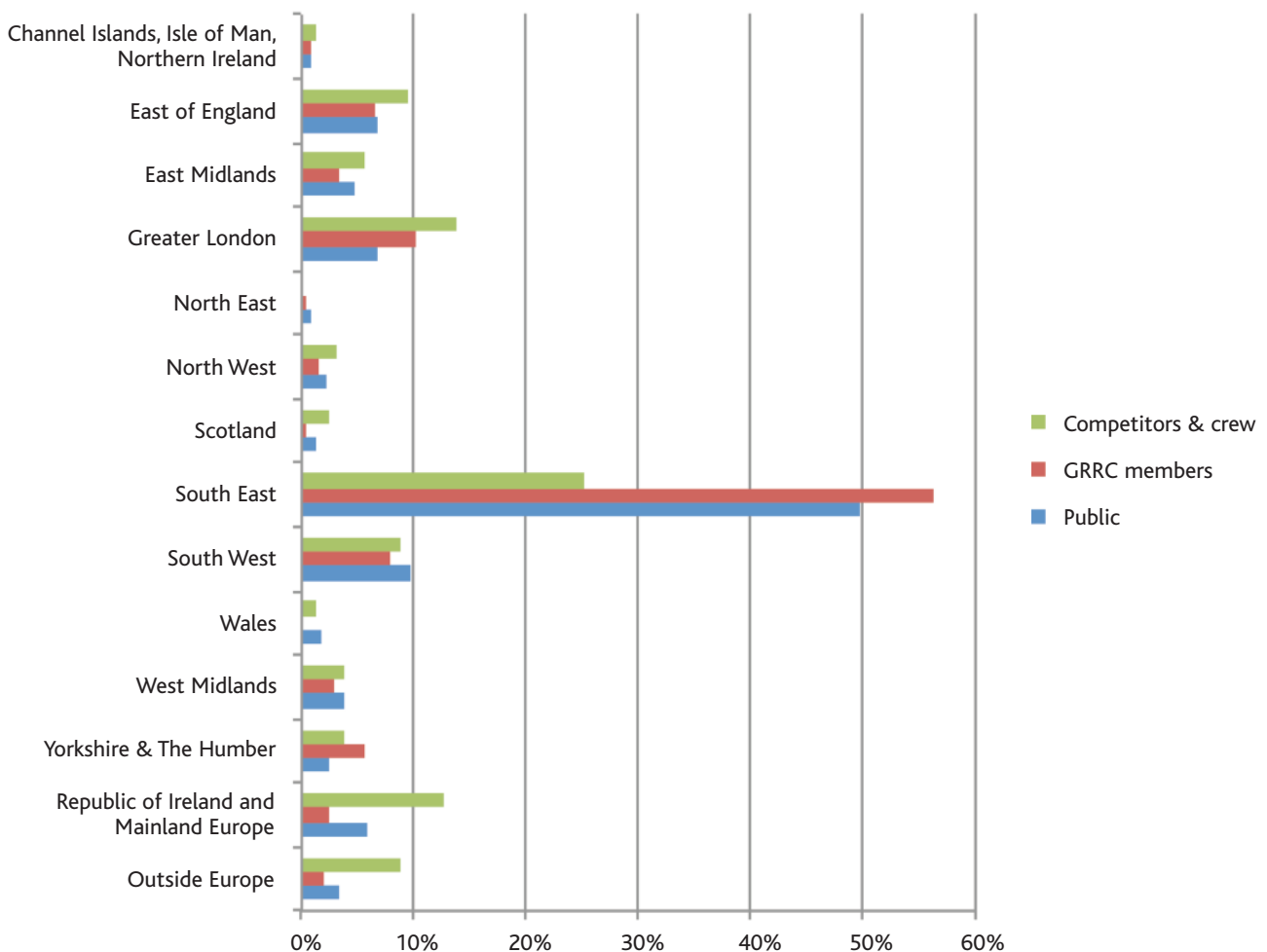
Although a substantial majority of all categories attending the Revival were from within UK, the meeting attracted a significant number of participants and spectators from all over the world. Most European countries were represented, and there were noticeable numbers from Australia, Canada and USA.

21% of competitors & crew came from outside UK, which is almost double the proportion of overseas spectators. This probably reflects that the opportunities to take part in top-flight historic racing are relatively few and far between, so those wishing to race have a greater incentive to make the journey.

Within UK, the population distribution, shown on the chart below, is heavily biased towards southern counties, with the South East, South West and Greater London regions accounting for more than 65% of all spectators, and nearly half of all competitors & crew.

The study area itself falls entirely within the South East region. 18% of spectators and 4% of competitors & crew said they live within the study area.

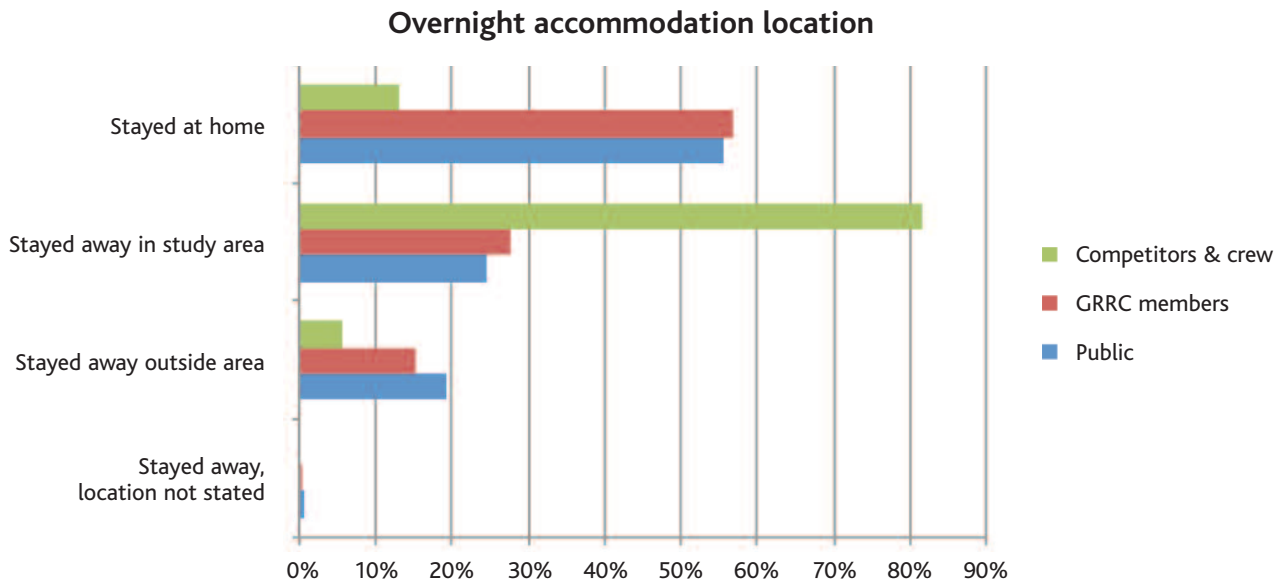
Location of respondents' home base



Accommodation

Over 55% of spectators attended Goodwood from home, as might be expected from the finding that 60% of public spectators came to the Revival for only one day.

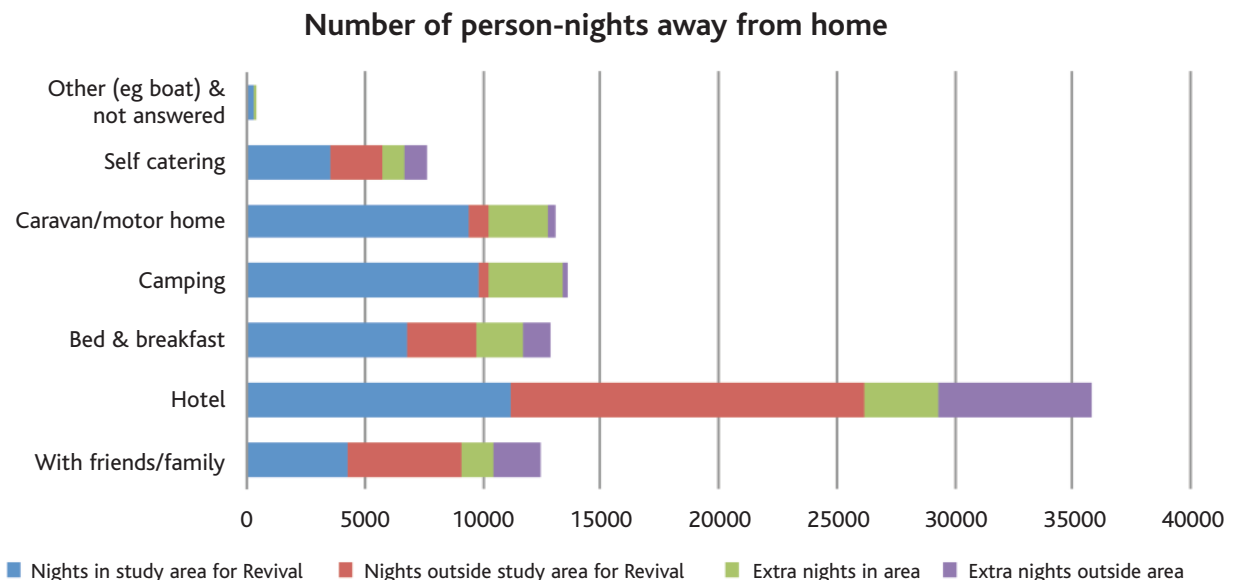
Unsurprisingly, competitors & crew were more than twice as likely as spectators to stay away from home, with nearly 90% doing so.



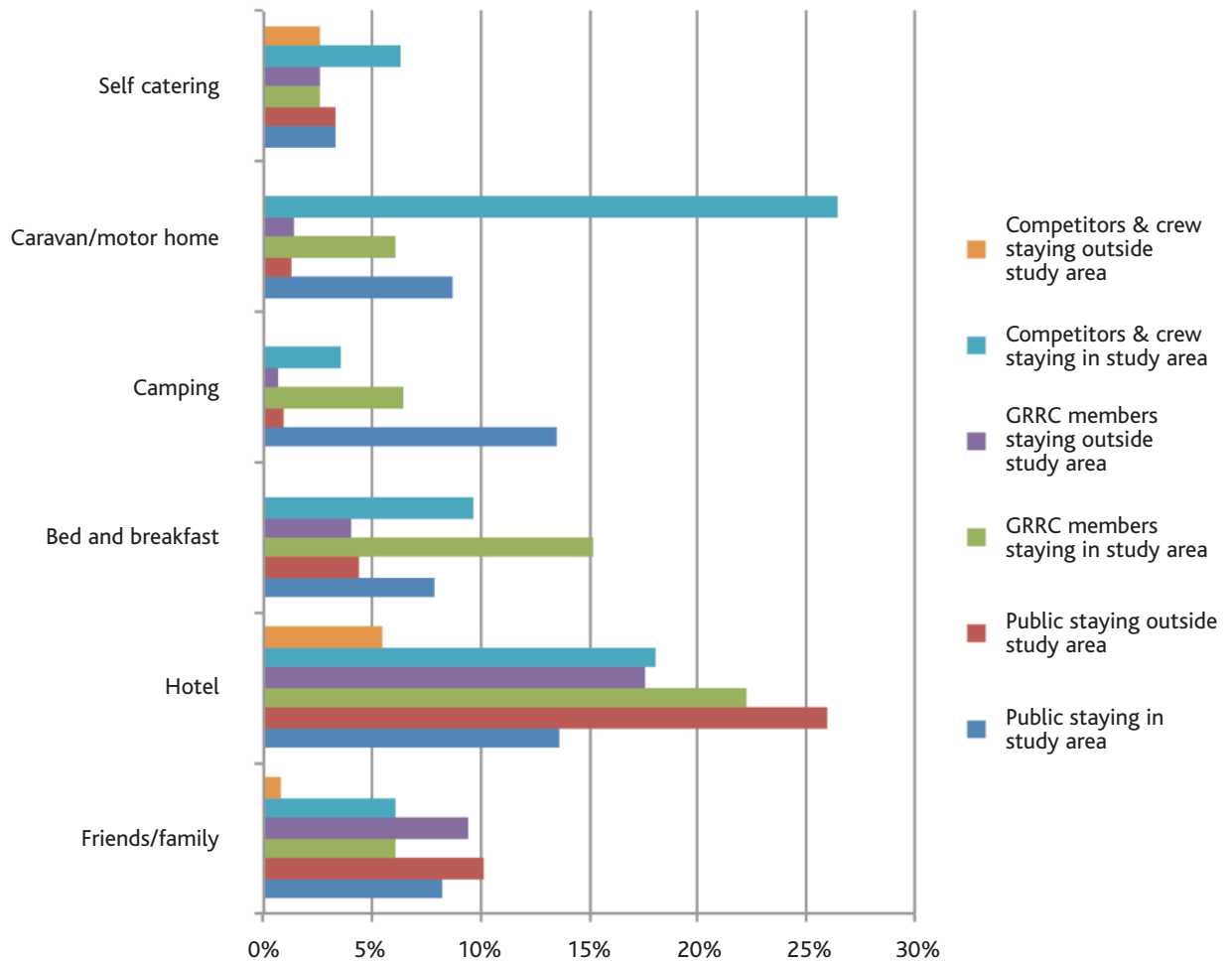
Apart from being asked where they stayed, respondents were asked how many nights they spent away from home in order to attend the Revival. They were also asked if they were extending their stay in the area. 17% of those who were staying away from home for the event were spending one or more nights above those needed for the Revival.

Analysis showed that, as a result of the Revival, over 95,000 person-nights were spent away from home of which over 24,000 resulted from people staying for more nights than needed to attend the Revival. Within the study area itself, the equivalent numbers were 58,000 and 13,000. Many of the extra nights were accounted for by single-night stays either before or after the Revival, presumably to avoid either early starts or long Sunday evening journeys, but stays of a week or ten days were not uncommon.

The nature of the accommodation ranges in character from tents to hotels, as indicated on the following charts.



Choice of accommodation



The high proportion (over 35%) of competitors & crew either staying in a caravan/motor home, or in self-catering accommodation is a reflection of the time pressures faced by this group that are often not compatible with hotel and guest house timetables, especially when journey times to the circuit are taken in to account.

The responses from members of the public staying in hotel accommodation showed that nearly twice as many stayed outside the study area as within it, and therefore further away from the event than might be expected. The opposite applies to competitors and GRRC Members. This is probably because there is only limited accommodation within the area and competitors and GRRC members are more likely to plan their attendance further in advance.



Spending

The Revival is one of three particularly high profile events that take place on the Goodwood Estate annually – the others are the Goodwood Festival of Speed which takes place in July and the five-day “Glorious Goodwood” horse race meeting at the end of July/beginning of August. These special events generate income to support the on-going costs of maintaining the Goodwood Estate and make the many lesser events that take place viable. This activity is an important source of local employment in this largely rural area.

The main aim of this study has been to assess the value of the 2012 Revival to the 20km radius area around Goodwood. There are many facets to the Revival and it has not been possible for this study to examine all of them, but the headline figures are that the three-day 2012 event brought over £12 million revenue for the local community while generating £36 million gross turnover for the national economy. The Exchequer benefited from over £4 million VAT.

Just over half the local financial activity is channelled through the Goodwood Estate in the form of extra services hired in from local suppliers, employment of temporary staff and so on, with the remainder being spent by those attending the Revival on goods and services.

The figures are summarised in the table below (all figures rounded down to nearest £5,000)

Description (see explanations below)	Gross	Destination		
		Local economy	Wider UK economy	VAT (estimate)
1 Revenue from ticket sales, grandstands, hospitality deals, sponsorship etc.	£13,600,000	£6,340,000	£4,995,000	£2,265,000
2 Bonhams Auction	£13,095,000		£12,590,000	£505,000
3 Spectator & competitor spending	£9,285,000	£6,050,000	£1,715,000	£1,520,000
4 Total	£35,980,000	£12,390,000	£19,300,000	£4,290,000

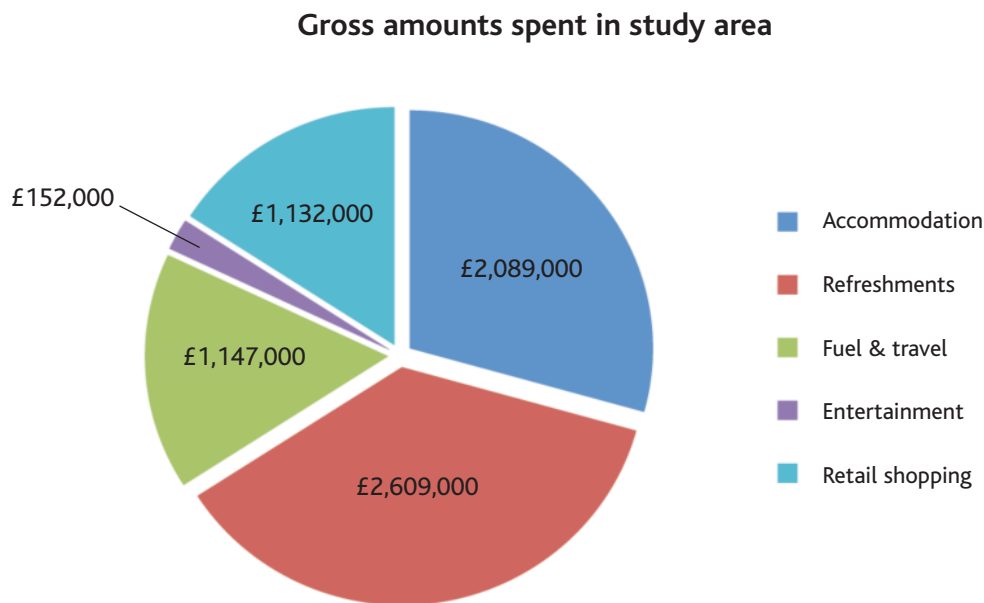
1. 55% of the revenue received by Goodwood was used to cover the direct additional costs associated with the event, such as hire of infrastructure, printing and promotion, temporary additional staff and security. A further 30% contributed to the overheads of running the Goodwood Motor Circuit and the Revival management team with the balance going to the general Estate income, thus supporting employment for 550.

The direct additional costs involved payments to around 500 different contractors that were engaged to provide the many services required to make the event a success. Where feasible, local firms were used, but that was not always possible, especially for items such as tentage, and suppliers based outside the study area were used. It has not been possible to assess the amounts these out-of-area contractors spent within the area on items such as accommodation and temporary staff, so all such amounts have been included in the “wider economy” column of the above table even though such in-area spending is likely to be significant.

2. The Bonhams Auction took £12,590,230 net including both buyers’ and sellers’ premiums. These premiums are subject to VAT and the value of VAT shown is an estimate based on Bonhams’ standard premium rates. The facility fee paid by Bonhams is included in the overall revenue received by the Goodwood Estate. It is not possible to know whether any of the vendors of items included in the sale are based in the study area, so it has been assumed that none are – thus all proceeds have been shown as going in to the wider economy.

3. Spending within the study area on non-automotive items by those attending the Revival was substantial, and breaks down as indicated on the pie-chart below. This does not include the spending by those who said they were based in the study area in order to ensure that the figures quoted represent money coming newly in to the area from elsewhere.

The figures on the chart (which have been rounded down to the nearest £1,000) are gross and add up to £7,129,000. The value quoted in the gross column of the table opposite includes a further £2,156,000 which represents the £1,137,000 minimum estimated value of spending on accommodation by those attending the Revival but who stayed outside the study area in centres such as Portsmouth and Worthing and the £1,019,000 spent by those attending the Revival on automobilia purchased from the exhibition stands. There were 262 exhibition stands, selling items from under £5 to complete cars at over £50,000. 4% of exhibitors were based in the study area.



4. A portion of spending by visitors to any community is subsequently re-circulated within the local economy, thus enhancing the financial benefit such visitors bring to the area concerned. Usually, a multiplier is used to reflect these secondary indirect and induced effects. Such multipliers are determined by separate local and regional research, but no figures are available for the area being studied, so this report has been able to make no adjustment for this enhancement, and the in-area spending total is thus understated.

This, the lack of an allowance for spending in the study area by contractors based elsewhere and the fact that this report does not include any assessment of spending by sponsors, their guests, officials etc. means that it is likely the £12 million value for local spending identified by this report as resulting from the Revival is a significant underestimate.

Additional employment

Included in Goodwood's overheads for the Revival is over £100,000 that was spent on employing over 350 temporary extra staff to cope with the volume of work generated by a meeting of this magnitude.

This is in addition to any additional staff that may have been employed by the many contractors that provide services before, during and/or after the event.

SUMMARY OF FINDINGS

The 2012 Goodwood Revival –

- Brought at least £12 million business to the economy of the study area
- Generated over 23,000 person-nights accommodation for local hotels and guest houses
- Provided direct temporary employment for over 350
- Caused a further 25,000 person-nights for hotels and guest houses outside the study area
- Was responsible for £32 million turnover for the national economy net of VAT
- Contributed over £4 million in VAT to government revenue

CONCLUSIONS

In the comparatively short period of fifteen years, the Goodwood Revival has carved out an enviable reputation. It is widely, and rightly, considered to be the world's leading race meeting for historic cars mixing a potent combination of nostalgia, celebrity and excitement in one giant celebration of motor racing's glory years.

In bringing so many people to Goodwood for a concentrated three day period, the Revival also brings substantial financial benefits to what is a largely rural area bounded by the sprawling conurbations of Southampton/Portsmouth to the west, Worthing/Brighton to the east and London commuter country to the north.

Tourism plays a major role in the economy of the area and apart from the direct benefits the Revival brings, there is the significant additional, but unquantifiable, advantage that the world-wide reputation of the event provides no-cost advertising for the area as a whole.

The success of this event is a testament to the Earl of March's vision, a credit to the team that put it all together and a tribute to those who had the foresight to grant authorisation for motor racing to return to Goodwood, despite significant opposition.

There is also one other essential ingredient without which the spectacle that is the Goodwood Revival could not happen: public interest in historic vehicles. The Revival is a high profile manifestation of this interest that is responsible for a substantial level of social and economic activity. It is an interest shared by millions worldwide and has at its heart the hobby of the preservation and use of historic vehicles. A survey undertaken in 2011 showed that in UK this interest generates over £4 billion spending annually and supports over 28,000 jobs.



RESEARCH TEAM



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Jaime is a lecturer and research fellow at the University of Brighton Business School where he works for the Cultural Informatics Research Group. He is also Head of Heritage Research for the Business School's 'Cultural Business, Impact, Strategy and Technology' (CUBIST) research group. Jaime specialises in the study and assessment of socio-economic impact and business issues associated with heritage.

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