Chapter 10

Managing risk, safety and security

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Aims

The aims of this chapter are to:

- Identify the role of risk, safety and security in managing visitor attractions
- Outline the major impacts of risks, safety and security on visitor attractions
- Define risk and risk management in relation to visitor attractions
- Explore the "actual risk vs perceived risk" conundrum of visitor attractions
- Examine a range of tools for managing risk, safety and security

Visitor attractions (VAs) are the cornerstone of tourism and destinations they are situated within. Typically, VAs are what set destinations apart and may provide a critical competitive advantage. Managing the safety, security and risks of VAs is therefore crucial not only to the attraction itself but also to the broader destination, with accidents and incidents shaping visitors' image of the VA as well as the destination. Research into the relationship between risk, safety, security and travel gained particular traction after major crises in the early 2000s, such as the 9/11 terror attacks in the US in 2001 and the SARS outbreak of 2003, although focus has predominantly been on destinations . In fact, the role of risk, safety and security in relation to VAs has been largely neglected, despite the seemingly obvious wider implications for the destination (Poku and Boakye, 2019). This is despite major incidents taking place, such as the death of an 11-year-old girl at Drayton Manor theme park in 2017, who fell from a rollercoaster, or the two-year-old boy killed by an alligator at Disney World Florida in 2016 (The Telegraph, 2017). Whilst the parents of the two year-old boy opted not to sue Disney, it is difficult to find details on any likely implications of the incident, although the corporation has since built a lighthouse statue in memory of the two-year-old boy near the place where the accident took place and the parents have set up a foundation in their son's name. However, Drayton Manor park has since gone into administration and toward the end of 2020 the theme park learned it was being prosecuted for a breach of health and safety law, with fines likely to be around £2.5 million (ITV, 2020). With destinations being aggregates of attractions, events taking place at a VA will become a representative of the destination as well and thus understanding the role of risk, safety and security in relation to individual VAs becomes imperative. If risk, safety and security are poorly managed,

there can be no tourism, with implications to the long-term sustainability of the VA as well as the destination. As such, the neglect in this area of research is somewhat surprising.

The term 'risk' relates to uncertainty, operating in the context of the unknown and the chance or possibility of danger, loss, injury or other negative consequences potentially leading to physical, environmental, financial and reputational damages (Ritchie and Jiang, 2019). Risk management is critical to the management of VAs, especially with regard to safety and security, with risk assessments being a recognised need within crisis management planning processes (Faulkner, 2001). Risk, safety and security are interrelated, in the sense that risk may have negative consequences to the safety and security of stakeholders of the VA. Safety regards the perception of risk, whilst security revolves around threats, or lack thereof, to this perception. The International Association for Amusement Parks and Attractions [IAAPA] (2014) estimated the chance of getting seriously injured on an amusement ride at a fixed-site park was 1 in 24 million, as compared to 1 in 103 being involved in a car accident. Yet, the industry is not immune to injuries and fatalities (Wang et al., 2019). Indeed, just like the wider tourism industry, VAs have been hit by a number of crises in recent years. Faulkner (2001) described crises as an eventual "virtual certainty" that VAs will experience (p. 142). The impact of crises vary based on the severity and scale and are not exclusively physical, but may be visitor numbers, financial, environmental and brand related (Wang et al., 2019). Nevertheless, external factors also influence VAs, such as natural and man-made crises, including: terrorist attacks, pandemics and natural disasters and these also influence visitors' behaviour (Poku and Boakye, 2019). In some cases, the impact of incidents is minimal and the recovery period is fairly minimal. Nevertheless, despite a seemingly very low possibility of sustaining serious injury when visiting a VA, the potential ramifications can be devastating and long-lasting and may result in a crisis for the VA. Safety and security are prerequisites of tourism (Ghaderi et al., 2017). Visitors have a natural desire to feel safe and will shun any attraction that threatens their perceptions of safety (Wang et al., 2019). Indeed, without safety and security VAs cannot exist. As a result, managing the risk, safety and security of VAs is imperative for their long-term sustainability.

Defining risk, safety and security

Risk might be considered from the viewpoint of visitors, VAs, destinations or as a combination of all three. Yet, predominantly, the literature has focussed on risk, safety and security issues at a destination level, thereby seemingly neglecting issues and challenges at the more micro-level, such as VAs (Poku and Boakye, 2019). Nevertheless, interest in the role of risk within the tourism-related literature is growing, with the

knowledge “that tourism is infused with risk, at every scale from the individual, through the group to the destination and national scales” (Williams and Balaz, 2015: 271). Indeed, risk is an inherent part of our lives and indeed also with regards to the management of VAs (Hansen et al., 2019; Jiang and Ritchie, 2019). Essentially, risk involves uncertainty, the unknown, and potentially negative consequences (Jiang and Ritchie, 2019). Yet, Hopkin (2014) argues that to understand a risk, a detailed description is required to ensure that a common understanding of risk can be identified and responsibilities are understood. According to the Oxford English Dictionary, risk is defined as ‘a chance or possibility of danger, loss, injury or other adverse consequences’. The literature on risk and risk management in the social sciences sphere, including tourism, has traditionally understood risk as a purely negative outcome (Mitchell, 1999; Williams and Balaz, 2015). Risk can also be described as the possibility of incurring economic and financial losses or physical-material harm, due to an inherent uncertainty resulting from an action taken.

The term risk is used with a number of meanings as a result of risk being referred to as sources of risk as well as the consequences of risk at other times. Ritchie and Brindley (2007: 305) argued that most risk definitions had three dimensions in common: “the likelihood of occurrence, consequences of the particular event or outcome occurring and causal pathway leading to the event”. Thus, the purpose of risk management is to address these three dimensions of the risk construct by analysing the sources, attempting to understand what might be the driving forces behind an event and how these could be managed to ensure a positive outcome instead (Ritchie and Brindley, 2007). Hopkin (2014) further identified three types of risk: hazard (pure) risks, control (uncertainty) risks and opportunity (speculative) risks. Hazardous risks are the type that can only result in negative outcomes, such as operational risks or insurable risks. VAs experience a number of different operational risks, such as competition, product/experience delivery and distribution as well as external risks, such as those associated with opening a new VA in a foreign country (Williams and Balaz, 2015). Control risks are generally associated with project management as they increase uncertainty with regards to the outcome of a certain situation. Finally, opportunity risks are the ones commonly associated with investment banking. As the name suggests this type of risk involves the organisation taking a risk in order to make a return. Hazard risks are arguably the type VAs face every day. This is likely to be an accident at a VA and has no positive outcome..

Annas (2016) further described four categories of risk that exist for visitor attractions: hazard risks, operational risks, financial risks and strategic risks. Operational risks originate from people or a failure in processes, systems or controls. Financial risks originate from the effect of market forces on financial assets or liabilities, such as liquidity risk and price risk. Strategic risks arise from economic and social trends.

Examples of this include changes in the competitive environment for example. A new competitor opening up nearby will pose a strategic risk, for example, as this will have an impact on the organisation's ability to achieve its objectives. Further, it can also lead to financial risks as it may impact the bottom line of the organisation's finances. Nevertheless, risks are unavoidable to a large extent, essentially presenting a by-product of the objectives set as well as the way in which VAs are run (Ghaderi et al., 2014).

Safety and security are typically used reciprocally and are interrelated, although they are different concepts. Security can be defined as "the absence of threats to acquired values" (Wolfers, 1952 : p. 485) and revolves around premediated intended harm.. On the other hand, safety relates to unintended harm. Visitor perceived safety can be defined as when the visitor feels safe and is protected against the risk of negative outcomes (Sönmez & Graefe, 1998). Yet, within academia at least, little can be achieved by separating the two, and as such they tend to mean the same thing, as they will within this chapter. For example, safety and perceived risk are considered equal. As a result, the literature on risk and its perceived determinants is also relevant to a discussion on safety and security. Safety and security are not new concerns to tourism and visitor attractions, but have been increasing due to globalisation, climate change and an accompanying growth in threats, be they natural or man-made (Ghaderi et al., 2017). Safety and security perceptions are critical to brand image among VAs, shaping visitors' emotions, feelings of satisfaction, and loyalty intentions . Visitors are unlikely to visit attractions that they perceive as unsafe (Ritchie and Jiang, 2019). Indeed, today, visitors are increasingly aware of the safety and security scenarios of the places they intend to visit (Poku and Boakye, 2019). Such decisions to visit a VA are no longer based solely on factual concerns, with pre-emptive behaviour increasingly common, whereby perceived safety is critical (Poku and Boakye, 2019). The safety perceptions of visitors, also referred to as risk perceptions within the literature (Cater, 2006), have been challenged, due to a decrease in their senses of security, as a result of increasingly frequent man-made and natural crises (Poku and Boakye, 2019). Today, areas of security concern revolves around human rights, economics, the environment, drug traffic , epidemics, crime, terrorism, and political instability at the destination level (Ghaderi et al., 2017), see figure 10.1. However, this also has implications at the VA level, with safety perceptions playing a critical role in visitor decision-making. As an example, following an accident at Alton Towers in 2015 theme park, the visitor attraction has since seen a drop in demand (The Guardian, 2017), which will be explored in greater detail further on in this chapter. Understandably, such safety concerns are likely to sway visitor behaviour, whilst attitudes and perceptions among management toward risk, safety and security are believed to influence their crisis and disaster planning and response strategies (Ghaderi et al., 2017). As a result, risk, safety and

security, are of critical concern to the management of VAs. Indeed, visitor safety and security are considered paramount for the long-term sustainability of VAs.

Figure 10.1~~2~~. Areas of security concern (adapted from Ghaderi et al., 2017).

The Role of Risk, Safety and Security in The Management of Visitor Attractions

In 2015, Alton Towers, the biggest theme park in the UK, experienced the worst accident in its history, when five people were seriously hurt on a recently opened ride named The Smiler. On top of considerable fines of £5 million, due to deemed negligence by the operator, the park has yet to recover to its pre-accident visitor numbers (BBC, 2016), see Figure 10.2, which indicates how visitor numbers dropped post crisis event and have yet to recover. This recovery has been made further challenging by the Covid-19 pandemic of 2020. Such accidents are likely to have negative financial consequences for the VA in question at a number of levels, both immediately and long-term, with brand image also likely to suffer . Elsewhere, over 700 Hajj pilgrims died in a stampede near Mecca in Saudi Arabia in 2015 (Poku and Boakye, 2019). Indeed, VAs are particularly susceptible to visitors' perceptions of risk, safety and security, with visitors easily substituting one attraction for another . If visitors do not feel safe, it is likely to have negative

implications to their experience of the VA or they may simply go elsewhere in the first place (Poku and Boakye, 2019). Arguably, successful risk management adds value to organisations as a result.

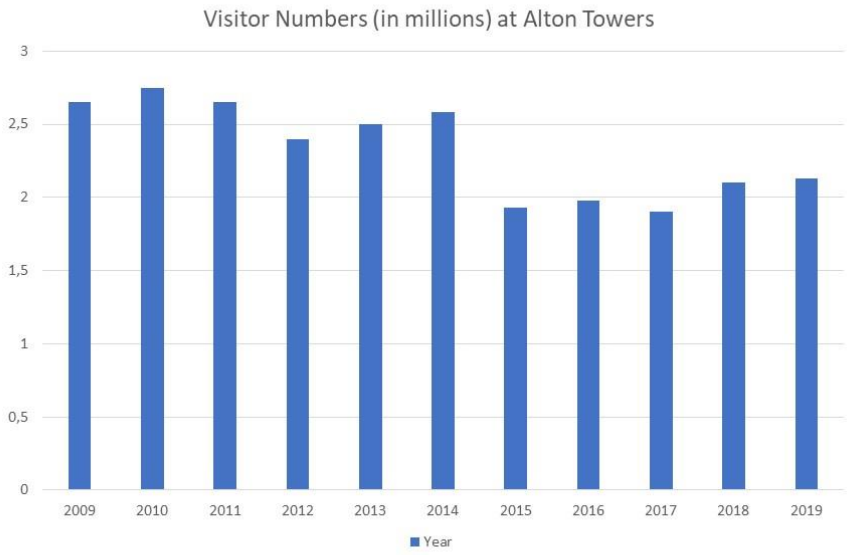

Figure 10.2. Alton Towers Visitor Numbers (Source: Statista, 2020).

Operational Risk management

VAs are threatened by systematic and external risks, which are challenging to attain knowledge about. They are unable to predict the future and therefore risks remain, although the extent to which this is the case depends on how they are managed (Williams and Balaz, 2015). Risk management aims to ensure that all operational threats to the organisation are identified and managed (Jallow et al., 2007). Whilst it is impossible to eliminate all risks, many can be averted and/or their effects can be mitigated through effective risk management procedures at the VA (Ghaderi et al., 2014). Managing and controlling risk is therefore key to VAs in relation to the safety and security of its stakeholders, such as visitors, employees and suppliers, and has to be an integral part of the operations (Rossello et al., 2020). As an area of

academic focus within tourism, risk management is typically referred to as crisis management and is an increasingly popular topic since Faulkner's seminal work on crisis management in tourism (Faulkner, 2001; Rossello et al., 2020).

Academics are arguing for a shift in focus from reactive to proactive risk management planning, with the former revolving around what happens after a risk becomes a threat and the latter dealing with what happens prior to the risk becoming a threat (Ritchie and Jiang, 2019). Proactive risk management planning can minimise risks, the impact of the event, facilitate a quicker return to status quo and even identify opportunities for VAs (Ritchie and Jiang, 2019). Risk assessments, which involves identifying, assessing, measuring and responding to potential risks, play a critical role in this and are standard practice in risk management. An example from the UK's Health and Safety Executive can be found in figure three below. Mikulic et al. (2018) conducted a SWOT analysis (the thorough analysis of organisational strengths, weaknesses, opportunities and threats) as well as a PESTLE (political, economic, social, technological, legal and environmental aspects) analysis in order to identify the most important internal and external risks of a destination. However, such an approach could also be employed at a visitor attraction level. Ricthie and Jiang (2019) found that VAs and other tourism organisations tend to lack proactive risk management plans, which has negatively impacted operations and resulted in staff lay-offs, the abandonment of planned refurbishment and marketing campaigns. Noteworthy is the challenge, which lies in the size of organisation, with many VAs being small-to-medium enterprises and therefore potentially lacking the resources to be proactive in their risk management planning (Ghaderi et al., 2014). Further, most tourism studies focus on responses to negative events, as opposed to prevention in the first place (Ritchie and Jiang, 2019).

HSE

Health and Safety Executive

Risk assessment template

Company name: **Assessment carried out by:**

Date of next review: **Date assessment was carried out:**

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action needed by?	Done

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Figure 10.23. Risk assessment template (HSE, 2020)

Operational risk is considered one of the most challenging risks organisations face (Slack et al., 2013). The success of the VA is therefore largely dependent on reducing operational risks (Jallow et al., 2007). As such, it is imperative that VAs comprehensively identify the risks they face. Operational risks are experienced by all types of organisations, regardless of the industry. This type of risk is caused by the uncertainty of future events in the normal course of business. Typically, having a well-developed operational risk management system in place will also lead to a competitive advantage (Jallow et al., 2007; Slack et al., 2013). Nevertheless, irrespective of how well defined an organisation's operational risk management system might be, there is always a risk that something unexpected might occur, such as equipment failure.

Risk management has become an increasingly difficult prospect in operations management due to itt numerous sources, such as suppliers going bankrupt, changes in demand as well changes to operations (Slack et al., 2013). Through the use of tools such as prevention, retention and insurance, risk management

provides a process that protects VAs against losses that may occur. Williams and Balaz (2015) identified four main strategies to risk management for VAs: knowledge acquisition and usage; trust; diversification and insurance. Similarly, Annas (2016) argued that operational risk management begins with three methods: avoid the risk, control the risk and transfer the risk to another party. These thoughts are combined into the model seen in figure 10.4, which therefore indicates five strategies of risk management for VAs: prevent, knowledge, control, diversify and insurance. Annas (2016) argues that operators need to decide whether the benefit to certain risks outweigh the costs, for example when adding a new activity. The VA sector, for example, is particularly innovative and dynamic and, with new visitor experiences, rides and personal protection equipment (PPE) being developed constantly, regular changes to operations are a given. Innovation brings change and with change comes the uncertainty, the bane of risk management, which in turn, potentially exposes the VA to additional risks (Hansen et al., 2019b). Controlling the risk involves taking the right measures to reduce the likelihood and/or severity of a negative outcome occurring. As a result, this is perhaps the most important risk management technique at VAs. Annas (2016) describes the most common control measures as: staff training, background checks on employees, cross check waivers with IDs, visible signage, weigh all participants, inspections, access prevention and the development of a safety committee.

However, due to the dynamism and innovativeness of the industry, knowledge acquisition is also critical in the management of risks at VAs, especially in regards to using that knowledge to control the risks. The more knowledge residing within a VA, the better capable it is of controlling risks. With this in mind, communication between the various organisational levels as well as between VAs in general becomes key. As a result, knowledge transfers play a critical role in risk management with regards to the identification, assessment and response to risks (Faulkner, 2001; Williams and Balaz, 2015). This latter point evidently requires effective collaboration within the industry. As an example, in Texas, Sea World San Antonio, Six Flags and San Antonio Zoo collaborated on their Covid-19 response and precautions (Bailey, 2020). Further, the US also has a national database, which reports all incidents at theme parks across the country, called SaferParks, which effectively allows VAs to respond to incidents happening elsewhere (Rides Database, 2020). Therefore, with collaboration with key stakeholders being critical, trust becomes key as well, which is the second strategy of risk management. Trust in other stakeholders and their knowledge, including suppliers and competitors, is particularly important in relation to risk management with the understanding that knowledge is required to effectively manage risks (Hansen et al., 2019). The third strategy is diversification, whereby VAs can reduce their exposure to risks by diversifying their portfolio (Williams and

Balaz, 2015). This might, for example, be achieved through establishing VAs in different locations. Undoubtedly, smaller VAs may struggle to diversify, making this strategy somewhat resource dependent.

Figure 34. Risk Management Strategies of VAs

The final strategy is insurance: there are some risks that are bound to occur at VAs, such as minor slips or falls. Thus, the VA needs to decide what level of loss, in monetary terms, it can withstand each year for incidents (Annas, 2016). For example, a $20,000 loss each year may be acceptable, in which case the operator may choose to accept this level of loss through a deductible and in return get a reduction in insurance premiums (Annas, 2016). Transferring the risk is another risk management option. Whilst insurance is perhaps the most obvious option in this case, it is also the most expensive. Indeed, Annas (2016) argues that other measures include: only using certified builders, using third-party and certified trainers and inspectors and participant waivers. The latter option, for example, transfers the liability onto the participant. All of these options seek to transfer some of the risk or liability onto a third-party be it the builder, trainer or participant. Yet, within many countries insurance is a requirement of operation for visitor attractions and indeed, within the US, terrorism insurance is also an option through the Terrorism Risk Insurance Act (TRIA) of 2002, in response to the 9/11 attacks.

Risk perception attitude framework

Whilst promoting self-protective measures among visitors, through education and training, is an important initiative, managing their safety becomes complex with the understanding that this is not a homogenous segment (Wang et al., 2019). Visitor safety perceptions can be categorised into three groups: (a) safety perceptions associated with travel; (b) safety perceptions associated with destinations; and (c) safety perceptions associated with a specific segment of the tourism industry, including VAs (Sönmez & Graefe, 1998), as seen in figure five below. Whilst, this chapter is focused on category c, more specifically VAs, it would be negligent to completely disregard the other two categories, due to their inevitable interlinked relationship with category c.

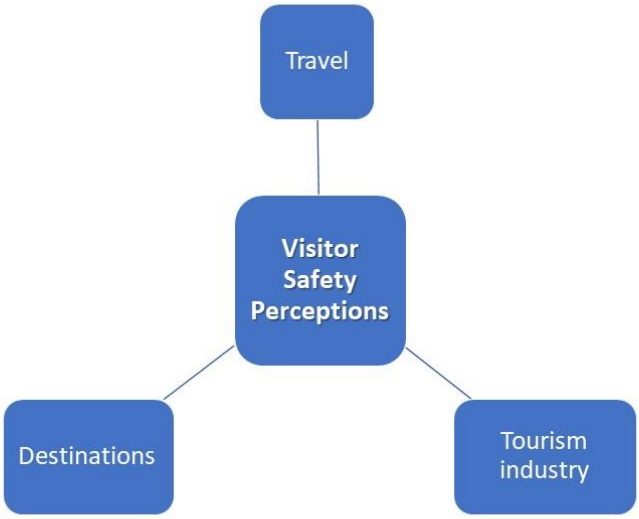

Figure 45. Visitor Safety Perceptions

With visitors' protective behaviour closely linked to their risk and safety perceptions as well as self-efficacy (i.e. an individual's confidence in their own ability to perform a recommended behaviour), segmenting and categorising them into groups can be useful with regards to the management of risk, safety and security of visitor attractions (Wang et al., 2019). Previous studies have, in particular, found the Risk Perception

Attitude (RPA) framework useful in the management of visitor safety (Liu et al., 2016; Wang et al., 2019), see figure six, below. The framework helps segment and categorise visitors into groups containing these attitudes, by determining what risks they perceive and self-efficacy (Wang et al., 2019). In the past, the framework has been used to gauge visitors' travel behaviour in relation to international travel, cruise travel and adventure tourism VAs (Wang et al., 2019). This conceptual framework was developed by Rimal and Real (2003) to provide an understanding for visitors' perception of risk and their resulting attitudes. It organises visitors into four groups based on their risk perceptions and self-efficacy beliefs: (1) the indifference group, defined by low risk and low efficacy; (2) the proactive group, defined by low risk and high efficacy; (3) the avoidance group, defined by high risk and low efficacy; and (4) the responsive group, defined by high risk and high efficacy (Rimal and Real, 2003). Liu-Lastres et al. (2019) argued that the framework is flexible making it useful in different contexts of tourism safety management. As an example, Wang et al. (2019) added two further factors to make the framework applicable to the management of visitor attractions: emotions (worry) and personality traits (sensation seeking) which also influenced visitors' risk behaviour.

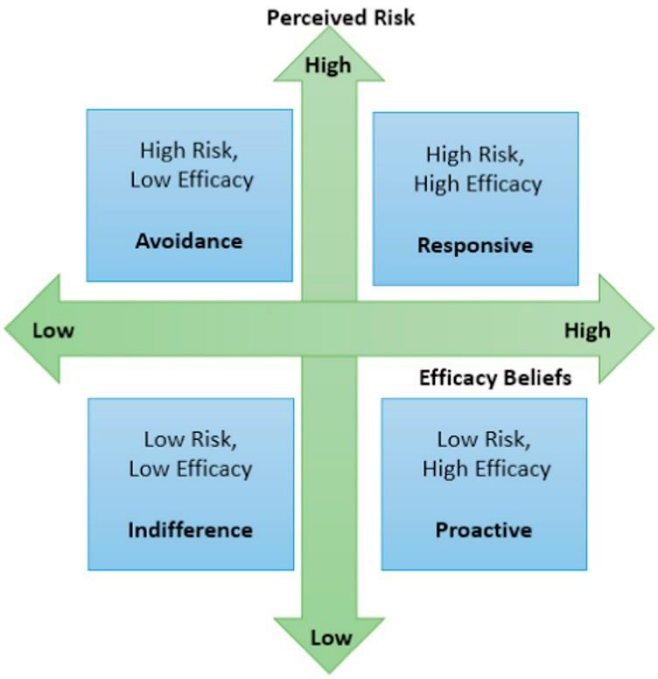

Figure 56. Risk Perception Attitude framework (Liu et al., 2016)

Nevertheless, risk and uncertainty are also an inherent part of VAs at every level, from the individual visitor, to the VA, the broader destination and nationally (Williams and Balaz, 2015). As such, the discussion of risk, safety and security is complex when considering safety perceptions, risk tolerance and visitor intentions. As the tourism industry has grown, so has the demands and interests of visitors changed, with visitors

increasingly seeking lasting and immersive experiences (Rantala et al., 2018). Perhaps somewhat controversially, some visitors purposely seek out risks in their choice of activities, as reported within the adventure tourism literature, in their pursuit of sensation-seeking, excitement, challenge and self-discovery (Hansen et al., 2020). The need to seek these experiences stems from a need to experience arousal and the willingness to take risks in order to experience it (Wang et al., 2019). The need to seek these experiences has become amplified due to increasingly mundane lives, meaning we yearn for a sense of release. This change in consumer behaviour has, in turn, led to the development of activities, traditionally meant for more skilled individuals, becoming widely accessible to the masses and has made adventure tourism one of the fastest growing tourism sub-sectors (Rantala et al., 2018). As such, new types of VAs have been developed, such as ziplines and aerial adventure parks, typically meant for highly skilled individuals, bringing a different type of risk, as opposed to the traditional VA (Hansen et al., 2019a).

The development of new tourism products, such as adventure-based VAs, has been described as the "democratisation" and, or, the "commodification" of adventure (Mykletun, 2018) in light of its increasing accessibility to the masses. However, the "democratisation" of adventure tourism, has also resulted in new and complex challenges for the management of visitor attractions. Many visitors of these types of VAs have a desire to experience risky, challenging and exciting experiences set in unique environments, and out of their comfort zones, in an effort to explore the self (Rantala et al., 2018). Yet, many visitors do not possess the required skills to deal with such, thereby presenting a conundrum (Rantala et al., 2018). Visitors do not have a desire to experience actual risk and, or, harm meaning the onus is therefore on the VA to create an element of perceived risk, with visitors desiring high levels of thrill, but low levels of risk (Wang et al., 2019). Hansen et al. (2019a) described this paradoxical relationship between actual risk and perceived risk as similar to that of Yin and Yang, in which both negative and positive connotations are required to effectively deliver the desired experience to visitors. As such, VAs are presented with a dilemma as they strive to provide safe, but also adventurous activities. Yet, in the cases of the more extreme types of adventure tourism, risk is an inherent part of the experience, with visitors specifically interested in risk-taking, thrill seeking and physical exertion (Hansen et al., 2019a).

However, when risks materialise it is not always a result of operator negligence, with external factors, such as impacts of climate change and an increasingly connected world also intensifying and widening the impacts of crises (Rossello et al., 2020). Indeed, some crises arise as a result of external factors, such as a virus pandemic or natural disasters such as hurricanes, and are therefore particularly complex to manage. As an example, terrorist attacks near the pyramids in Giza and at the Tunis Bardo Museum inevitably had

implications at both VA and destination levels (Poku and Boakye, 2019). Further, the COVID-19 virus pandemic of 2020 led to the vast majority of the world entering various forms of lockdown, thereby bringing VAs across the world to their knees. Zoos across the UK, for example, had to turn to public donations to keep afloat during lockdown (BBC, 2020). Such crises are, however, likely to result in forgiveness and maintained loyalty (Novelli et al., 2018). Therefore, response and recovery is largely dependent on the nature and impact of the incident/accident and resulting crisis period (Ritchie and Jiang, 2019).

Conclusion

In this chapter we have explored the importance of managing risk, safety and security in relation to visitor attractions. Like the wider tourism industry, visitor attractions are particularly susceptible to risk, safety and security. These elements can have considerable short and long-term consequences to the sustainability of VAs. Yet, despite the importance of visitor attractions to the overall destination and the obvious wider implications of an incident or accident at the visitor attraction, there issparse research in this field. Risk, safety and security perceptions are key to the VA image, shaping visitors' emotions, feelings of satisfaction, and intentions to visit. Managing risk, safety and security for visitor attractions is therefore critical, yet also incredibly complex given the numerous internal and external potential exposures. We have, for example, explored the various types of risks faced by visitor attractions and ways in which to either eliminate or, at least, manage them. Thus, it is imperative that all risks have been identified, assessed and either eliminated, managed or transferred. Threats such as terror attacks or natural disasters can, for example, to a certain extent be addressed through operational changes, yet not entirely eliminated, as evidenced by the increasing occurrence of both events and their subsequent ramifications, as discussed throughout this chapter.

Visitors are unlikely to visit an attraction in which they feel unsafe. Indeed, understanding safety/risk perceptions of visitors is critical to the management of visitor attractions. Yet, increasingly, visitors are looking for sensation-seeking experiences and activities. This chapter has, for example, outlined how certain segments of visitors are particularly interested in adventure tourism visitor attractions and the thrills and challenges associated with such experiences. Yet the visitors, in this case, only want to experience a perceived risk, as opposed to actual risk, thereby further complicating an already challenging task of managing the risk, safety and security of visitor attractions. The use of frameworks, such as the RPA

framework, may or may not make this task somewhat easier. Nevertheless, more research is evidently required on the role of risk, safety and security in managing visitor attractions.

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Self-test questions

1. How might visitor safety and security incidents at visitor attractions impact on the wider destination?
2. What is the role of risk, safety and security in managing visitor attractions?
3. How do safety and security perceptions at visitor attractions shape visitors' emotions?
4. What is the difference between risk management and risk assessment?
5. Why do some consumers seek out visitor attractions offering activities with greater levels of risk?
6. How is the RPA framework relevant to the management of visitor attractions?

Student project

Complete a SWOT and PESTEL analysis for a visitor attraction of your choice. Then, using the HSE template for risk assessment and your newfound knowledge, complete a risk assessment for the visitor attraction.

You can find the template here: https://www.hse.gov.uk/simple-health-safety/risk/risk-assessment-template-and-examples.htm