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London for Londoners

A practical guide for London boroughs on how to promote tourism to "locals"

Developed in partnership by Visit London and the Association of London Government

December 2005

Contents

Factfile

Useful organisations*

* Information in this section has been taken from a number of sources including the "who does what" section of the publication *Crisis Management For Tourism Businesses in* London produced by London Development Agency.

Visit London

Visit London is the marketing agency for tourism in London. Its aim is to promote London as the world's most exciting city by marketing to domestic and overseas leisure and business visitors, as well as Londoners themselves.

6th Floor
2 More London Riverside
London SE1 2RR
Tel 020 7234 5800
Fax 020 7378 6525
www,visitlondon.com/corporate

Association of London Government (ALG)

A think-tank and lobbying organisation that promotes the interests of London's 33 Councils. It also runs a number of pan London services. ALG's provision of a grant to Visit London gives the 33 London councils *de facto* partnership status of Visit London.

59½ Southwark Street
London SE1 0AL
Tel 020 7934 9999
email info@alg.gov.uk
www.alg.gov.uk

London Development Agency (LDA)

The LDA is an executive body that is responsible to the Mayor for the economic development of London. The Mayor has devolved responsibility for the delivery of the Mayor's Plan for Tourism and the Action Plan to the LDA. The LDA provides a substantial grant to Visit London for the promotion of London.

Devon House
58-60 St Katharine's Way
London E1W 1JX
Tel 020 7954 4194
Fax 020 7680 2014
email info@lda.gov.uk
www.lda.gov.uk

Business Link

Business Link is the agency responsible for providing business support to the 330,000 small and medium sized businesses in London. It has a special interest in tourism and works with all the other agencies to help tourism businesses survive and thrive.

Link House
292 - 308 Southbury Road
Enfield EN1 1TS
Tel 0845 6000 787
Fax 020 8443 7270
www.businesslink4london.com

Sub-Regional Tourism Development Managers and Strategies

The LDA have created five Sub-Regional Tourism Development Managers posts. The jobs were created following the strategic review of tourism in London undertaken in 2002. The review, *Visit London, The Mayor's Plan for Tourism*, identified the core principle of dispersal of visitors whilst the subsequent London Tourism Action Plan identified specific actions to deliver dispersal. The creation of the Sub-Regional Tourism Development Managers posts was one of actions. The Managers' responsibilities fall under four main objectives:

- Wider dispersal of the economic benefits of tourism and sharing of best practise
- Development and delivery of a sub-regional strategy that identifies a local programme of activities to promote and develop tourism
- Ensuring tourism policies are consistently applied across London Boroughs
- Co-ordination of tourism development and marketing across London

Each of the post-holders is co-located within existing sub-regional development or tourism agencies (details below)

<u>South London</u>

(covers Bromley, Croydon, Sutton, Merton, Kingston and Richmond)
South London Business
7th Floor Cygnet House
12-14 Sydenham Road
Croydon
CR9 2ET

Tel 020 8256 1291
www.southlondonbusiness.co.uk

South London Tourism Development Manager: Alex Smith (alexsmith@lda.gov.uk)

East London

(covers Havering, Bexley, Greenwich, Lewisham, Tower Hamlets, Hackney, Newham, Redbridge, Corporation of London, Barking and Dagenham)
TourEast London
Docklands Business Centre
10-16 Tiller Road
London
E14 8PX
Tel 020 73455144
www.visiteastlondon.co.uk

East London Tourism Development Manager: Niall Brolly (niallbrolly@lda.gov.uk)

North London

(covers Enfield, Barnet, Waltham Forest and Haringey)
North London Limited
2nd Floor
Ross House
1 Shirley Road
Enfield
EN2 6SB
Tel 020 8363 8191
Fax 020 8363 8205
www.northlondon.org.uk

North London Tourism Development Manager: Susi Golding (susigolding@lda.gov.uk)

West London

(covers Harrow, Hillingdon, Hounslow, Ealing, Brent, Hammersmith and Fulham)
West London Business
West London Centre
15-21 Staines Road
Hounslow
TW3 3HR
Tel 020 8607 2500
www.westlondon.com

West London Tourism Development Manager: vacant (as at Dec 05)

Central London

(covers Camden, Islington, Kensington and Chelsea, Lambeth, Southwark, Wandsworth and Westminster)
Central London Partnership
Tourism Development Manager – Central London: Emil Brannen
29 Heddon Street
London W1B 4BL
Tel 020 7478 8460
Fax 020 7478 8461
www.c-london.co.uk

Central London Tourism Development Manager: Emil Brannen (emilbrannen@lda.gov.uk)

Best Practice and Case Studies

Learning from others is a good way to avoid pitfalls and ensure that your efforts are based on what works. There are a growing number of sources of case studies and best practice, many of which are freely available on the internet.

Beacon scheme

The Beacon Scheme aims to disseminate best practice across local government. The scheme's website includes six case studies on sustainable tourism and service delivery areas from authorities including the London Borough of Greenwich, City of Birmingham and Tyndale District. Greenwich has also produced case studies on a number of specific areas including *Using Statistics to Influence Decisions*, *Getting Local Partners Engaged* and *Innovation in Visitor Information Services.* These can be found on the council's website. www.idea-knowledge.gov.uk (select beacon scheme from Quick Find menu)
www,greenwich.gov.uk (search for *beacon scheme* from home page)

e-marketing case studies

Although focused on supporting enterprises in Wales, many of the tourism e-marketing case studies and on-line resource guides on the Opportunity Wales website are generally applicable

www.opportunitywales.co.uk

Destination Benchmarking

Destination Performance UK (DP UK), the membership organisation comprising 140 local authority tourism services, has launched a new performance management tool to assist destinations in benchmarking and comparing performance data with their peers. The 2005 Baseline Statement, which is coordinated on behalf of the Group by the Research Department at Tourism South East, is a comprehensive survey which records annually data about each member tourism department. It comprises a number of core and optional questions based on finances, resources, outcomes, service quality and performance indicators.

Destinations interested in joining DP UK should contact the National Coordinator, David Phillips at dp.mbe@btopenworld.com. For more information on the benchmarking service contact South West Tourism on 01392 353224

"How to" Guides

Tourism Knowledge

This website, produced by The Tourism Network, a not-for-profit industry support agency, contains "how to" sections on a number of subjects including planning, research, evaluation, branding, internet, print, public relations, direct mail, selling and advertising.

The website also contains a number of free e-learning workshops. More subjects will be added over time but currently you can access two e-workshops *Developing your own practical Marketing Plan* & *Customer Care*

www.tourismknowledge.com

Tourism Network's own website includes copies of presentations on a number of subjects including a useful guide to arguing the case for tourism called *Convincing Councillors, Reassuring Residents and Persuading People*.

www.tourismnetwork.org

VisitBritain

VisitBritain produces a range of Beginners Guides that offer good and practical information. They are aimed at those with little or no experience but not specifically geared to the needs of local authorities. Among the titles on offer are: Analyse Your Business. Exhibitions, Producing and Distributing Brochures, What is Direct Mail?; Branding and A Beginner's Guide to Maximising the Power of Publicity.

www.tourismtrade.org.uk/BeginnersGuide/

Destination Management Handbook

The Destination Management Handbook is designed for use by tourism destination managers and their staff. Originally launched in 2003 as a joint project between the Tourism Management Institute (TMI) and the then English Tourism Council, the Handbook provides destination managers with the definitive reference source and toolkit to implement a sustainable approach to tourism. Members of the Institute receive a free CD copy. For details of how to obtain a copy contact TMI.

Tourism Management Institute
Warnford Court
29 Throgmorton Street
London EC2N 2AT
email secretary@tmi.org.uk

Segmentation

The Toolkit refers to a publication published by TourEast that offers a good insight into the process of market segmentation. Although the guidelines, *Market Segmentation Guidelines for Tourism Promotion to East London*, relate to a particular part of London, the method is applicable to any borough. You can download a copy from the following address:

www.visiteastlondon.co.uk/business/about.html

Events

There are a number of events that can help promote your borough to local tourists. Listed below are some of the events mentioned in the Toolkit.

Open House London

London's biggest architectural 'exhibition' provides an opportunity to visit over 500 buildings old and new across London – many of them normally closed to the public – free of charge. The event takes place over a weekend in September each year.
Tel 020 7383 2131
Email: admin@londonopenhouse.org

'Be a local tourist' events

Birmingham City Council has produced a case study on their *Be a Local Tourist* Event. You can download a copy from their website. Search for *Be a Local Tourist* from the homepage

www.birmingham.gov.uk

Appendix 1: The Business Case for Local Tourism

This section outlines some of the benefits of developing local tourism within your borough. Many of the benefits are easily quantifiable but some offer more long-term rewards.

The importance of local tourism

Unfortunately, our knowledge of the distinct groups that together make up the local tourism market varies. Facts and figures are easier to come by for day visits by local residents and for VFR markets but there is little or no information on the part that the local workforce plays in tourism.

Below we set out the case for focusing on local tourism markets, highlighting the attributes that make them attractive candidates for tourism development.

Londoners are…

A lucrative market

- Average household disposable income per person has persistently been more than 20 per cent higher in London than nationally[1]
- Londoners' spend on leisure related items is considerably higher than other parts of the UK[2]

Table 1. London's spend on leisure items

Area of expenditure	% above UK average
Restaurant and café meals	40%
Alcohol drinking outside the home	12%
Watching and participating in sports and leisure	31%
Cinemas, theatre and other entertainment	30%

Source: Spending Time, London's Leisure Economy, GLA Economics, November 2003

- Day visits to London generate over £4 billion per year[3]
- Average spend for tourism day trips to London is approximately £28.50

Table 2. Average spend per person on tourism day visits to London

Area of expenditure	Spend (£)
Meals/ snacks/ non-alcoholic drinks	£6.60
Clothes	£4.70
Alcoholic drinks	£4.60
Admission tickets	£4.00
Gifts and souvenirs	£2.50

Source: GB Day Visits Survey 2002-3, Countryside Agency et al, 2005

Increasingly looking for local leisure opportunities

- With increased time pressures and congested travel choices, local leisure opportunities are playing a growing part. There is a good opportunity for boroughs to cash in on this trend

Already an important market

- 9% of London's domestic staying visitors are from London itself[4]
- Of the 130 million tourism day trips taken in London each year, over 95 million are taken by Londoners[5]
- 68% of day trips by Londoners are to London[6]

An all-year round market with strong demand during traditionally lean periods

- In general, day trips are an all-year-round activity, with little difference in the overall volumes between summer and winter. However, tourism day trips to towns/cities are more likely in the December-March period than during the summer[7].

A market with good growth potential

- London's population is forecast to grow. This will have positive knock-on effects for local tourism
- Day trips are forecast to increase by 16% over a five year period (from 490m visits in 2004 to 568m in 2009)[8]

The Visiting Friends and Relatives (VFR) market is…

Already an important market

- 24% of visits to London are VFR. This equates to 6.3 million visits. Around 17% of spending is from VFR[9]
- About 17% of overseas visits are primarily motivated by friends and family
- The VFR market is the only local tourism market that is a predominantly staying market as opposed to a day –trip market

A growing market

- Although overseas VFR spend is relatively static, domestic VFR spend is increasing. In 2002 average spend was £38 per day, in 2003 it was £60[10]
- Between 1998 and 2003, VFR was the only UK market segment to have grown in value. During this five-year period its value grew by 34%[11]

Well suited to London

- The multicultural environment of London is a welcoming message for overseas VFR and other types of visitor

Other reasons to develop local tourism

- **Not every-one can attract the tourism £.** Many boroughs own or manage cultural attractions such as museums, galleries and other visitor facilities – and need more visitors. Boroughs sometimes struggle to promote them to a regional, national and international audience either through limited budget or other factors such as location or transport links. The same facilities may also struggle to attract incoming London tourists. Where this is the case, it makes sense to promote them to the local population that can be reached even with limited means
- **Local tourism can help overcome traditional tourism cycles**. Tourism is subject to seasonal fluctuations with peaks and troughs throughout the year. Stimulating visits from a population that is resident year-round can help smooth some of these fluctuations in demand. Local residents often need to be reminded of the range of facilities on their doorstep (hence the *Totally London* campaign[12])
- **Increasing viability**. Encouraging residents to spend time in their own boroughs on day trips rather than going further afield means more money is retained in the local economy. This spending can have a positive effect on the viability of local shops and services as well as facilities that are more directly related to tourism
- **Increased sense of local ownership**. Some of London's most iconic attractions are visited almost exclusively by tourists. Although not necessarily a bad thing, the lack of local visitors can lead to a loss of ownership of a particular attraction amongst the local population. The corollary is that increasing use by locals can help reconnect people with local destinations

References

1. *Spending Time, London's Leisure Economy*, GLA Economics, November 2003
2. *see ref 1*
3. *GB Day Visits Survey 2002-3*, Countryside Agency *et al*, 2005
4. London Visitor Statistics 2004/5, Visit London, 2005
5. *see ref 3* (Note: tourism day trips are trips lasting more than 3 hours)
6. *see ref 3*
7. *see ref 3*
8. *Days Out*, Mintel, April 2004
9. *see ref 4*
10. *see ref 4*
11. *Visiting Friends and Relatives Market for London: Review of Research*, London Tourist Board, 2003
12. The *Totally London* campaign is part of an on-going tourism recovery plan that aims to encourage more Londoners and visitors to experience London's diverse range of entertainment, attractions and cultures. The campaign originally focused on local tourism markets and was launched in 2003 in response to the downturn in overseas visitors that followed the 2001 terrorist attacks in the US.

Appendix 2: Developing tourism in London – the strategic context

As this Toolkit has already shown, one of the most challenging and interesting aspects of developing tourism of any type at a borough level is that its success is not just reliant on what you do within your Borough. Your success is also linked to and affected by the work of a whole range of other organisations. In terms of developing local tourism at a borough level, it's particularly important that you are aware of the way in which tourism is to be developed over the coming years. You can find this information in a number of key documents.

Strategies and strategic bodies

Development Frameworks…Plans…Visions…Visitor Economy Strategies – there's certainly no shortage of strategies dealing with tourism in London– but what does it all mean to you and your work on developing local tourism at a borough level?

In this section we get to grips with the plethora of tourism plans and highlight what each says about boroughs and local tourism. I know it can be tempting to think "We've read them so I don't need to" but don't be put off, reading these things is a good way to get more information and can help make sure what you do fits in with the work of others.

The end of this chapter includes a diagram setting out how all these strategies fit together.

The London Plan & the Sub Regional Development Frameworks

Sitting atop the pile of strategies is The London Plan, the Mayor's Spatial Development Strategy for London published in February 2004. It is a strategic plan setting out an integrated social, economic and environmental framework for the future development of London. The Plan is an important reference document on all matters including tourism because your boroughs' development plans must be in 'general conformity' with it. The Plan also devotes a sizeable section to the theme of *Enjoying London*. Under this heading the plan puts forward its approach to making the City a more pleasant place to live, work, relax and visit.

Partly due to the challenge of implementing a strategy across a city the size of London, five Sub-Regional Development Frameworks were produced. These provide a step between the broad policies of The London Plan and their more local implementation through the plans and actions of the 33 London Boroughs and other stakeholders. These Frameworks contain a number of objectives that overlap with tourism and which are subsequently picked up in the tourism strategies produced at a sub-regional level (see later section)

Mayor's Tourism Plan for London

Originally launched in 2002, the Plan was founded on four main principles Growth, Dispersal, Resources and Diversity & Inclusion. To deliver the Mayor's Plan, London Development Agency, along with Visit London and in consultation with stakeholders, created the Tourism Action Plan (2003-06).

Now in the third year of the Action Plan, consultation on a new Tourism Plan for London has started. This will create a 10 year Vision for tourism in London and a 3 year action plan. The strategy is scheduled for publication in March 2006. Although at the time of writing the content of the Plan has not emerged, it is clear from discussion papers on the new Plan that there is continuing support for local tourism initiatives and objectives. For instance, the papers speak of the need to:

- Promote the ethnic and cultural diversity of London showing that the city is constantly evolving and growing, and ensuring that as a visitor, 'you can never just 'do' London'.
- Ensure London residents get the most from their City
- Ensure that VFR messages continue to form part of future promotional campaigns and marketing activity, targeting specific markets and geographical areas with better market intelligence.

You can keep up to date with the strategy process by going to www.londontourismstrategy.co.uk. Copies of the current Plan can be accessed from the LDA website www.lda.gov.uk

Visit London

Visit London (formerly London Tourist Board) is responsible for marketing the tourism offer or London. Visit London works to the Mayor's Plan for Tourism, although it does produce a number of campaign plans to guide its work.

Sub-Regional Tourism Strategies

Sub-Regional Tourism Strategies aim to support the Mayor's desire to see the benefits of tourism spread right across all parts of London (There's more information in the *Factfile*). So far, four out of the five sub-regions have produced tourism strategies.

- West London Tourism Strategy and Action Plan (Launched March 2005)
- East London Sub-Regional Tourism Development Strategy & Action Plan 2004 – 2006 (Launched September 2004)
- North London Tourism Strategy & Action Plan 2005–2007 (Launched April 2005)
- South London South London Sub-Regional Tourism Strategy And Action Plan For 2004 – 2006 (Launched September 2004)

The LDA and Central London Partnership commenced consultation on the Central London Tourism Strategy in August 2005 and are set to publish it in Feb/March 2006.

Although each strategy is particular, all the published strategies make mention of local tourism markets. Amongst the segments included are those who travel into work, local residents, VFR (including the VFR of ethnic communities and local university alumini).

You can obtain copies of the strategies from the relevant Sub-Regional Tourism Development Managers (see Factfile for details) or download copies from the London Development Agency website (www.lda.gov.uk).

Appendix 3: Local tourism – what we know from published sources

As far as local tourism goes, the situation in your borough will not be the same as in others. Despite this there are some general characteristics that can be gleaned about local tourists from published sources. However, don't be fooled. Although the information presented here provides useful pointers, it is no substitute for looking at your own circumstances and assessing the situation in your own borough. The chapter *Understanding Your Market* provides you with information on how to go about this.

Londoners

- Londoners are increasingly demanding leisure activities which can be done in a short period of time or a few times a week, but which offer the highest quality of leisure experience[13]
- The table below shows some of the main activities undertaken locally by Londoners and compares levels with the GB population

Table 3. Leisure activities undertaken locally (within 20mins travel time) in the last month

Activity	% London	% GB pop.
Visited the cinema	28	22
Visited the theatre	11	9
Used a local educational centre	11	9
Visited a park / recreational area	48	34
Visited a restaurant	48	43
Participated in a sport/physical exercise	27	26
Visited a pub / club	45	53
Visited the countryside	20	32

Source: Marketing to Londoners, Mintel, 2001

- Despite greater economic wealth in London, day-to-day leisure activities for inhabitants are often held back by the fact that their lives are increasingly frenetic[14]

- The most popular places that Londoners visit for day trips are the seaside (48% visited in last month), city / town (42%), retail outlet (36%) and a beauty spot (33%)[15]

Table 4. Most popular palaces visited for a day out t the last 12 months

Place	% London	% GB population
Seaside	48	53
City /town	42	45
Retail outlet	36	35
A Beauty spot	33	33
Country Park	31	29
Museum / Art Gallery	37	29
Leisure Complex	24	26
Stately Home	27	25
Zoo/ Aquarium	27	23
Garden	31	22
Theme Park	24	20
Sports Event	20	20
Farm	19	17
County Show	13	16
Visitor Centre	10	12
Steam railway	10	10

Source: Days Out, Mintel, April 2004

- As the table above shows, Londoners are more likely than the GB population to visit a range of day trip venue types. The most marked differences are visits to museums / galleries, gardens and theme parks
- Londoners are less likely to have visited the seaside, towns/cities, country shows, leisure complex or visitor centre as a day out in the last month

Visiting Friends and Relatives

- Just over half of the VFR market is domestic (56%) with the remaining 44% from overseas[16]

- Over 90% of domestic VFR visits originate from England with almost one third from London itself and over a quarter from the South East[17]
- Both in terms of spend and volume the main VFR market is the USA. Also in the top 3 in terms of volume are France and Germany although it is France and Italy that make join the USA in the top 3 in terns of spend [18]
- The communities of expatriates from developed countries are the main levers for the VFR market as their relatives and friends can more readily afford to travel to Britain than nationals from developing countries[19]
- The majority of the VFR market is visits to relatives rather than friends[20]
- Local residents are the key decision-makers in recommending choice of where to go for VFRs[21]

Table 5. Places Visited with Hosts on Last VFR Trip (sample 1,998)

Activity	% London
Restaurant, café, pub or nightclub	68%
Shopping centre	51%
Garden, country park, garden centre	24%
Theatre or cinema	15%
Historic house or monument	11%
Museum or gallery	9%
Event or exhibition	6%
Theme park or leisure park	5%
Sporting event	5%
Zoo or wildlife park	4%
Other paying attraction	4%
Don't know / did not visit anywhere	17%

Source: Visit to Friends and Relatives Study, ETC (October 2002). Quoted in Visiting Friends and Relatives Market for London: Review of Research December 2002 – February 2003, London Tourist Board, 2003

References

13. *Marketing to Londoners*, October 2001, Mintel
14. *see ref 13*
15. *see ref 8*
16. *see ref 11*
17. *see ref 11*
18. *see ref 4*
19. *Issue of the Month – Britain's ethnic diversity,* Foresight, Issue 16, February 2005, VisitBritain
20. *see ref 11*
21. *see ref 11*

Appendix 4: Target markets of Visit London and others

Visit London

Visit London has identified a broad range of domestic and inbound segments. The main segments that include a constituent of local tourism markets are listed below:

Londoners / VFR Leisure

Made up of three main groups - Londoners and day visitors from Home Counties; those visiting friends and relations in London and the youth of the City. The objectives for this segment are threefold - to promote the diversity and depth of the London offer, encourage Londoners to explore all of their city and to encourage civic pride and urge Londoners to engage with their city.

Kids

This segment has a strong local tourism constituent as the targets are parents / guardians living locally and the wider South East. In addition to stimulating family visits to the Capital, there's an explicit objective set to encourage families with young children to enjoy the benefits of their borough and in greater London. The key vehicle for reaching this audience is the website www.kidslovelondon.com

<u>Other segments</u>

In addition to the two specific segments listed above, Visit London also has a number of thematic campaigns with span across a number of segments including local tourism. These include Retail, Food & Drink, Gay & Lesbian.

Sub-Regional Tourism Framework

Currently, two of the five sub-regions have gone through the formal process of identifying their priority market segments. A summary of the segments prioritised in these sub-regions are below.

Table 6. Priority Segments for East London and South London (Note: tourism markets which closely overlap with local tourism markets are shown as darker blocks)

East London	South London
Children First Families, predominately with young children from the local area or not too far away. Looking for things that the children will enjoy. Interested in well known attractions and family orientated events	**Happy families** Relatively affluent families of all ages-either locals or VFR. Main motivation is in sharing time together
Quirky Repeaters and explorers This group are young and know London very well (many will be Londoners). They like to go off the beaten track to discover authentic experiences	**Social Wanderers** Couples young or old, not too concerned about cash, looking for escape from everyday, fresh air and walks,
Story seekers Family groups, special interest groups or people on a short break with a strong interest in heritage. Enjoy big names attractions but also other experiences that allow them to steep themselves in history	**A little bit of what you fancy does you good** Drawn from a wide age group, these people are taking time off from their normal life. Just as likely to be local residents as staying or business visitors. Looking for fun with friends – shopping, theatre, going to rugby, or mooching around an area
Appreciative Meeting and Events Organisers	**Groups discovering together**
Source: Positioning and Marketing East London – a Practical Guide available from TourEast (see Factfile)	*Source: Market Segmentation Guidelines for Tourism Promotion to South London available from the South London Tourism Development Manager (see Factfile)*

As the table shows, both sub-regions have identified a total of four priority markets each and two segments that have strong overlaps with local tourism markets. In East London these are *Children First* and *Quirky Repeaters and Explorers*, whilst in South London these are *Happy Families* and *Social Wanderers.*

The position of the three other three sub-regions (Central, West and North London) is summarised below:

- **North London**: A market segmentation exercise is to be a major input into the development of the forthcoming North London Marketing Communication Plan
- **Central**: Strategy currently in development but priority segments are likely to follow Visit London/ Visit Britain segments
- **West London**: Market segments are likely to be included in a West London Positioning Guide due out in February 2006

Appendix 5: Qualitative Audit / key success factor checklist

Key success factor	**Very good 5**	**Good 4**	**Average 3**	**Poor 2**	**Very poor 1**
Unique / memorable attraction or feature					
Character / distinctive buildings					
Welcoming atmosphere					
Feeling of safety					
Public transport links					
Ease of car parking					
Traffic-free areas					
Quality environment					
Cleanliness of streets					
Planting					
Good / clean toilets					
Food and drink					
Range of café/bars					
Quality of café/bars					
Range of pubs					
Quality of pubs					
Range of restaurants					
Quality of restaurants					
Locally distinctive offer					
Retail offer					
Range of high street shops					
Quality of high street shops					
Range of speciality shops					
Quality of speciality shops					
Range of markets					
Quality of markets					
Distinctiveness of markets					
Cultural offer					
Range of museums and art galleries					
Quality of museums and art galleries					
Range of theatres / live performance venues					
Quality of theatres / live performance venues					

Key success factor	Very good 5	Good 4	Average 3	Poor 2	Very poor 1
Attractions					
Range of paid-for attractions					
Quality of paid-for attractions					
Range of free attractions					
Quality of free attractions					
Range of parks and open spaces					
Quality of parks and open spaces					
Sport and Leisure					
Range and extent of attractive, way-marked walks					
Range and extent of attractive, way-marked cycle routes					
Range of sports and leisure facilities					
Quality of sports and leisure facilities					
Range and extent of activity opportunities (for fishing, sailing, climbing etc)					
Quality of activity opportunities (for fishing, sailing, climbing etc)					

(adapted from Tourism Guidance for market towns, The Countryside Agency and Tourism South East, Jan 2004)

How to interpret the results

Success factors scoring 5-4= Strengths to sell the borough to existing and potential visitors

Success factors scoring 3-1= Some improvement needed.

Appendix 6: How to win support for your plans

It's all well and good going through the process of planning for local tourism but its not always that simple. Sometimes there are major hurdles to overcome in terms of getting support for your plans. This chapter looks at some of the problems that are commonly faced by local authority officers wanting to develop tourism and offers some possible ways round these problems.

Many of the solutions answer more than one problem and so have been grouped together rather than presented under each problem heading.

Some common problems….

1. Lack of resources

There can be few Boroughs where lack of resources for tourism is not a major issue. And it's not useful to pretend that this can easily be solved. Tourism is after all a discretionary area of spend for councils (i.e. they are not legally obliged to work on tourism) so it can be hard to argue for additional resources (or even some tourism resources at all).

2. Lack of senior officer / councillor backing

"A lone voice", "battling against the tide" – these are all expressions that typify a situation where an officer or group of officers feel that plans for tourism development are falling on deaf ears higher up in the council and or amongst councillors.

3. Lack of support from the private sector

It's already been pointed out that tourism on the ground is mostly delivered by the private sector. Accommodation providers, visitor attractions, shops restaurants and bars - all stand on the front line of tourism in your borough. As a result, it is vital that you have support from private sector if you wish to maximise the benefits of tourism. Many authorities have very good links and dialogue with the private sector but others experience situation where private enterprise sees the authority as remote and detached from the "real world."

4. Cross- departmental issues

Tourism and in particular local tourism development is likely to involve more than one department. Leisure, culture and economic development can all play a part. What's more, the experience that a visitor gets can be as much influenced by the Cleansing Department (or whoever is responsible for litter collection) as it is by those seen more traditionally as responsible for tourism.

With this inter-dependence, the ideal scenario is that all departments in all local authorities work seamlessly together as a well-oiled machine. However, the reality can sometimes be one where there is little cross-departmental working and where departmental roles are strongly defended from outside influence.

5. Resistance from residents

Overcrowding, excess noise, litter, less availability for residents to use local services are all potential areas of concern for residents.

…and how you can overcome them

The following are some of key methods that you can employ to overcome the problems presented above. They are split into two main categories – arguments and actions. Arguments are justifications for local tourism. They present facts on a number of issues and topics. Actions are just that – actions that you can undertake to make the case for local tourism more likely to succeed.

Just one point to make here. It's important that your arguments reflect the reality of developing tourism. Although tourism development has very significant plus-points, you also need to acknowledge that tourism is not a panacea for all life's ills and indeed can create challenges of its own. So be persuasive but also be realistic.

Jobs and employment[22]

- **An important sector in terms of jobs**: Tourism in London employs almost 320,000 people, some 17% of the UK total
- **It's a growth sector**: There has been 27% growth in employment during 1995-2000 which exceeds the London average of

17.7% The sector in London has grown more quickly than the sector in the rest of the UK

- **Tourism is good for Londoners**: A relatively low proportion of employment in tourism and leisure is taken by in-commuters and 89% of workers employed in the sector in London are Londoners
- **Not perfect but offers real opportunities in challenging circumstances**: It is true that the sector is characterised by low wages and low skills but its also true that the sector is over a third of all employment in this sector is located in boroughs with unemployment above the London average. The sector also has a higher than expected proportion of ethnic minority workers given what is known about its skills mix.
- **Employment hotspots but important across all London**: The majority of tourism and leisure employment is concentrated in central London (Westminster has 24%, Kensington & Chelsea 8% and Camden 8%). Other concentrations of employment are in Hillingdon around Heathrow, and Bromley, which has major sports facilities such as the Crystal Palace National Sports Stadium. Employment across all other boroughs is relatively even (see table below)

Table 7. Tourism as percentage of total employment in area

Area	% of employment
West London	6.7
Central	10.7
North	7.2
East London	4.8
South London	8.1
Greater London	7.9

Source: Understanding London's Sectors, LDA, 2003

- **A sector supported by key London bodies:** LDA, the London Mayor and London Skills Commission and the DTI recognise it as a well-established and growing sector of international importance.

The economy

As well as jobs, tourism can bring significant revenue into your borough. In London, tourism is estimated to be worth £14.7 billion[23]

At a borough level, tourism is also a significant generator of revenue. In the near future you will be able to demonstrate the value of tourism in your borough using results from the new Local Tourism Impact model that's being developed for London. Prior to this, some boroughs have used existing computer models to estimate their Borough's tourism worth.

Table 8. Value of tourism spend in selected London Boroughs

Borough	£m
Camden*	£1,688m
City (2001)	£315
Ealing (2000)	£230
Greenwich (2001)	£327
Hammersmith / Fulham*	£608
Hillingdon (2000)	£327
Hounslow (2001)	£224
Lambeth (2001)	£419
Lewisham (2001)	£226
Merton*	£137
Richmond (2001)	£212
Southwark (2001)	£441
Westminster*	£5,200

Sources: London Visitor Statistics 2004/5, Visit London (figures supplied by boroughs in Summer 2005 through consultation questionnaire used in the preparation of this Toolkit.)*

Population support for tourism

There is a perception that local populations view tourists as a problem to be managed or reluctantly lived with. Whilst this can be the case in general the overall view of residents to tourism is supportive. For instance, research by English Tourism Council found that:

- 93% agreed with the statement that "I'm proud that visitors think our area is worth visiting"
- 73% agreed that "visitors make the place more lively and fun"

It's not all plain sailing. The research also found that:

- 66% agreed that "visitors cause congestion and parking problems in the area"
- 60% agreed that jobs in tourism are largely poorly paid, part-time and seasonal

Creating a positive image

Tourism can help raise the awareness of places. It can also help to alter attitudes and perceptions about an area. It's also true that a place that people want to visit is usually seen as an attractive place in which to live and work.

CASE STUDY: Glasgow

In 1990, Glasgow used its year-long status as European City of Culture to launch a massive tourism campaign. The result on its image is encapsulated in the following quote taken from an official evaluation of the scheme.

"a sustained significant long-term impact has been the dramatic transformation of Glasgow's image, from being perceived as a violent post-industrial city into being celebrated as a creative cultural and leisure centre and one of the most vibrant cities in the UK. Glasgow did not have such an image prior to 1990, and the cultural year is widely acknowledged as having a transformative power for the city's image, which has continued undiminished for 14 years."

(Taken from *European Cities and Capitals of Culture, European Commission, 2004)*

Supporting a better environment

Tourism success is inextricably linked to the quality of the local environment. Tourism can act as a spur to improvements in the quality of the environment. Tourism can also provide new uses for unused or historic buildings.

Sustaining local facilities

Visitors can help support facilities that local people use, resulting in greater variety and a higher quality of provision. This can apply to theatres, galleries, concert halls, restaurants, shops, museums, visitor attractions and public transport.

Good performance on tourism and culture can influence rating of council

Under the new rules being introduced for Comprehensive Performance Assessment (CPA), local authorities cannot be rated as excellent unless they score at least 2 in what is called the culture "block". Tourism is part of this and so, if an authority ignores or downplays culture, it can adversely affect the overall CPA classification. The corollary of this is that performing well in tourism and culture has the potential to improve the overall rating of the council.

Actions

Embed tourism in strategic plans

Whilst it is perfectly sensible to create a separate tourism plan, there's also a need to ensure that action on tourism is embedded in other strategic documents produced by the council. Key documents include community plans and the new local development frameworks.

CASE STUDY: London Borough of Greenwich

Greenwich found that embedding the tourism agenda into the community plan enabled tourism officers to work more effectively cross-council and cross-agency

Getting and keeping councillors informed

Ensure that councillors and particularly any councillors who have a tourism or economic interest or portfolio are kept informed about tourism development and any benefits that accrue from this. The best methods to use will depend on the structure of your council but ones to consider include reports to scrutiny committees and/or Executive Boards, councillor briefings, publishing information to Members' library, involving councillors in tourism related media work.

Getting support from the private sector

Two main watchwords here. Involvement and communication. Make sure that you involve the private sector when developing your plans for tourism. Our experience suggests that although meetings are important many businesses prefer other ways on keeping in touch. Newsletters through the post and via email are the two most popular methods

Compare your authority with others

It can be useful to compare the amount your authority spends on culture and/or tourism with other similar authorities. If you find spending is below average, you can make a strong case that your borough is falling behind in what is a competitive environment.

There are a number of ways you can make these comparisons.

- **Destination Performance UK (DP UK**), the membership organisation comprising 140 local authority tourism services, has a performance management tool that can help you compare your Borough' s resources with other similar authorities. The 2005 Baseline Statement is a comprehensive survey that records annually data about each member's tourism department. It includes questions on finances and resources, as well as other aspects such as outcomes, service quality and performance indicators. Results are available according to type of authority, so you will be able to compare your current resources with those of other London boroughs and/or other urban authorities.
- **Audit Commission**. As the chapter on market research highlighted, the Commission has recently developed a service called Area Profiles. This draws together in one place data from a number of surveys and audits. You can use the service to find out such things as what percentage of residents use theatres, museums, and art galleries in your borough, how satisfied residents are with parks and open spaces and how much your borough spends on culture/ tourism. What's more is that you can compare your authority with any other in England. (www.areaprofiles.audit-commission.gov.uk)

Find out more information

There are some very good resources available to help convince those in your Borough and elsewhere of the need to develop local tourism. Susan Briggs of The Tourism Network (see *Factfile* for more information) has produced a presentation *Convincing Councillors and Reassuring Residents* which provides a range of arguments and facts and figures to persuade people that tourism is positive and important for the local economy. You can download a copy from www.tourismnetwork.org/visitlondon.htm

References

22. statistics in this section are taken from Understanding London's Sectors, London Development Agency, 2003

23. see ref 4