



London Tourism
Action Plan
2006-09

Vision for London



‘By 2016, London will be recognised as the leading global city for tourism and as a constantly evolving destination. London will deliver a high quality visitor experience, continually surprising and exciting our visitors with a vibrant, contemporary, diverse offer in an historically and culturally rich environment. Tourism in London will contribute to the economic success of the city and the quality of life for Londoners.’

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This document should be read in conjunction with:
London Tourism Vision 2006–16.

Foreword



Foreword

Foreword

I am delighted to present this three-year London Tourism Action Plan. Tourism is a real success story for London – employing 280,000 people¹ and generating around £15bn per annum² in total tourism spending.

Much has changed in London's tourism landscape since the last Tourism Action Plan. There is now leadership from the Greater London Authority (GLA) and London Development Agency (LDA) on tourism issues and responding to international events, world class marketing from Visit London, increased capacity at the sub-regional level and a strategic approach to developing London's tourism infrastructure.

This translates into tangible benefits for Londoners such as improved leisure and employment opportunities, civic pride in celebrating London's diverse and vibrant communities and economic benefits from visitor spending across the capital.

But, we cannot take this success for granted. We face increasing competition from existing and emerging destinations. We must continue to invest in, support and develop London's tourism industry so it can meet the challenges and opportunities the future presents. We must also accept that promoting tourism whilst delivering sustainable development is a key challenge. Recognizing this, this Action Plan seeks to maximize the economic, social and environmental sustainability of tourism in London.

Winning the 2012 Olympic and Paralympic Games has highlighted the importance of developing London's tourism product and gateway role further. In less than 7 years, London will play host to the world and we must be ready to welcome them. It also presents a once in a lifetime opportunity to showcase our diverse and vibrant city to new and existing markets.

The key areas for action in this Plan are:

- Improving and enhancing the marketing and promotion of London as a world city
- Improving the quality of the tourism product and visitor experience
- Improving the accessibility, inclusiveness and sustainability of London
- Improving skills and training development in the sector
- Improving business support and encouraging industry dialogue

This Action Plan is the first of three plans to deliver the Mayor's London Tourism Vision 2006-16. This Plan aims to lay the tourism foundations needed to contribute to the success of the London Games. The second Action Plan (2009-13) will focus on delivering the tourism elements to ensure a successful Games and the third Action Plan (2013-16) will aim to capture the tourism legacy benefits. Together, these plans will deliver the London tourism Vision.

¹ GLA Economics, 2002

² The Importance of Tourism in London, Visit London



A handwritten signature in black ink, appearing to read 'Manny Lewis', written in a cursive style.

Manny Lewis
Chief Executive
London Development Agency

The 10 year Vision and this Action Plan were developed in consultation with industry partners and tourism agencies and will be delivered in partnership to ensure our stakeholders can take advantage of the opportunities this Plan presents. We look forward to working with you.



City Hall and Tower Bridge, South Bank - Richard Baker

Introduction



In June 2005, the LDA began the review process of the Mayor's Plan for Tourism and the Tourism Action Plan (2003-06) in order to start preparing the successive plan. Following extensive internal review and external consultation, the London Tourism Vision 2006-16 and this Tourism Action Plan 2006-09 were completed.

Introduction

Background

In June 2005, the LDA began the review process of the Mayor's Plan for Tourism and the Tourism Action Plan (2003-06) in order to start preparing the successive plan. Following extensive internal review and external consultation, the London Tourism Vision 2006-16 and this Tourism Action Plan 2006-09 were completed. A wide range of industry stakeholders have therefore contributed to, and agreed the following overarching ten-year Vision for London.

'By 2016, London will be recognised as the leading global city for tourism and as a constantly evolving destination. London will deliver a high quality visitor experience, continually surprising and exciting our visitors with a vibrant, contemporary, diverse offer in an historically and culturally rich environment. Tourism in London will contribute to the economic success of the city and the quality of life for Londoners'

In order to deliver this Vision, five strategic themes were identified, each with a vision statement.

A global city

London will be the number one city of choice for visitors and the leading world city. London's marketing will be targeted, innovative, competitive and dynamic. London will be an evolving city which welcomes the world.

A quality visitor experience

London will deliver a top quality visitor experience from pre-arrival to post-departure, ensuring full satisfaction from all aspects of a visit to London.

A sustainable and inclusive city

London will move towards becoming sustainable and inclusive to all: financially, physically, socially and culturally.

Professionalism at every level

London will ensure that the tourism industry is recognised as providing diverse and interesting jobs and careers of choice, which offer opportunities for progression and skills development. Visitors to London will be offered the best quality customer experience by increasingly successful tourism businesses.



Industry support and partnership

London will have an innovative, flexible and comprehensive industry support network which enables the sharing of knowledge and ideas, resulting in a thriving and diverse range of quality, successful, tourism businesses.

This Tourism Action Plan 2006-09 is the first of three Action Plans that will be developed to deliver the ten year London Tourism Vision 2006-16.

The importance of tourism to London

The strategic importance of the tourism sector is reflected not only in the Mayor's Plan for Tourism in London (2003-06), but also in the LDA's Economic Development Strategy for London (2005). Tourism is a key driver of London's economy and ranks second only to financial services (in terms of employment and wealth creation). Tourism supports around 280,000¹ jobs in London and visitors spend around £15bn per annum² in the capital. This equates to approximately 7% of total jobs in London and around 5-6% of Gross Value Added (GVA). Furthermore, a 1% sustained increase in overseas visits to London corresponds to a 1.28% increase in employment in London (the equivalent figure for domestic visits is approximately 0.34%).³

Given the size and fragmented structure of the tourism industry, it has been difficult to accurately determine the 'true' value of tourism in London's economy. The tourism industry comprises much more than visitor accommodation and visitor attractions, such as events, festivals, theatre and restaurants. The introduction of a bespoke economic impact model in 2006 (Local Area Tourism Impact model/LATI) will enable the 'true' value of tourism to be calculated much more accurately at the pan-London, sub-regional and Borough levels.

Tourism does not just bring economic benefits, it also provides exceptional quality of life benefits for London's resident communities through both leisure and employment opportunities. An outstanding range of facilities and events that make up London's heritage and cultural base are sustained by the purse of a visitor but enjoyed by Londoners alike.

Culturally tourism enables people from different backgrounds to enjoy and celebrate their diversity, in particular through events such as the Notting Hill Carnival, the London Mela and Pride. In addition, tourism facilities can be important catalysts for and components of regeneration that improve areas both for residents and tourists. Evidence of this can be seen along Bankside and South Bank and new developments such as Silvertown Quays in east London.

Tourism is also the engine for growth for the whole of the UK. Approximately 37% of overseas visitors to London are reported to visit other parts of the UK whilst staying in the capital, with 24% staying at least one night outside the capital. The success of London's tourism sector is therefore critical to the success of other UK tourism destinations through its gateway role.

Key priorities over the next three years

Every tourism action delivered through this Tourism Action Plan will contribute to the success and legacy benefits of the 2012 Olympic Games. Now is the time for the ground work to begin on tackling the key challenges facing the sector in London such as changing visitor perceptions of poor value for money, extending a greater welcome to visitors from every corner of the globe (irrelevant of race, gender, faith or sexuality) and improving the quality of service and product in the industry.

The strategic priorities that are central to this Action Plan are therefore as follows:

- Improve quality of the tourism product and visitor experience
- Maintain and enhance marketing and promotion of London
- Improve skills and training development in the sector
- Improve information provision to visitors through a range of distribution channels
- Implement a more strategic approach to attracting and hosting major events
- Work on the potential development of an International Convention Centre in London
- Continue to encourage better distribution of visitors across London
- Improve accessibility and inclusiveness of London
- Encourage sustainable business practices
- Improve London's sense of welcome

1 GLA Economics 2002

2 The Importance of Tourism in London, Visit London

3 The Importance of Tourism in London, Visit London.

Delivery and Performance Framework



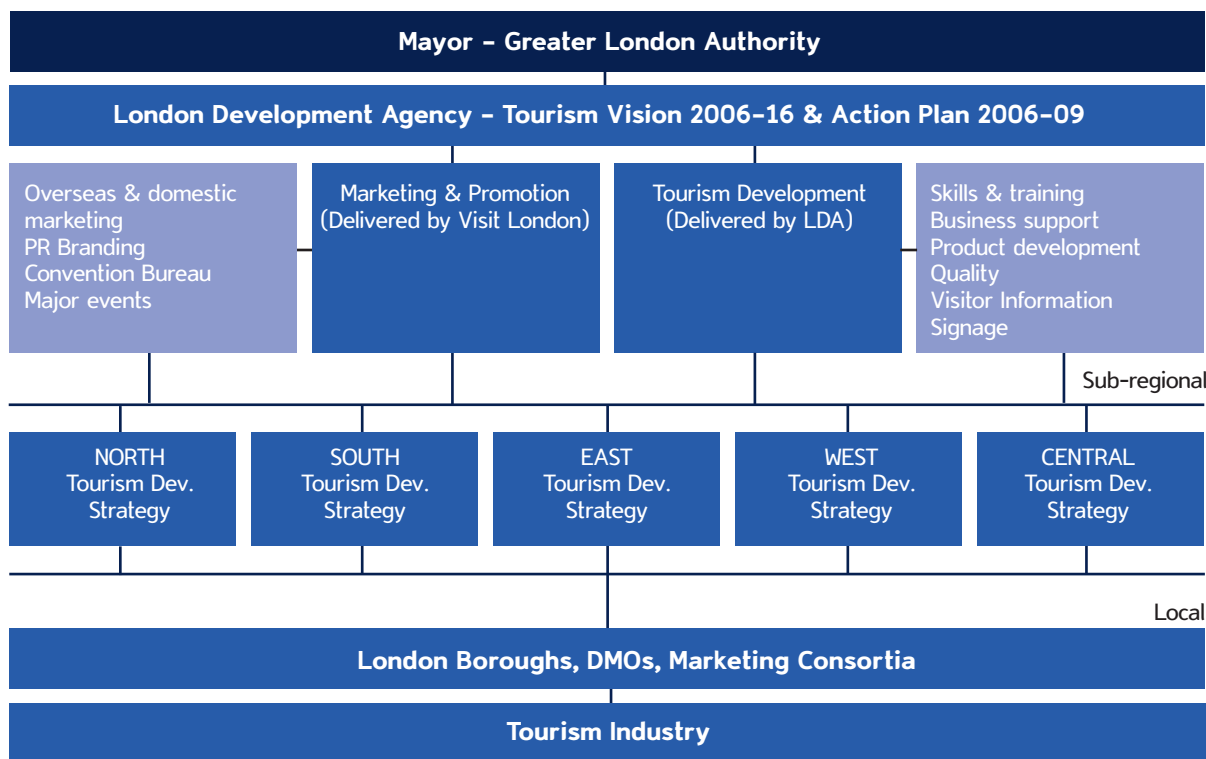
London's tourism landscape is complex with many pan-London, sub-regional and local agencies and stakeholders. In 2003, the first Mayor's Plan for Tourism was developed. As a result of this Plan for Tourism, the delivery structure shown on the following page was developed with clearly defined roles and responsibilities for the GLA, LDA, Visit London and others.

Delivery and Performance Framework

Tourism delivery structure

London's tourism landscape is complex with many pan-London, sub-regional and local agencies and stakeholders. In 2003, the first Mayor's Plan for Tourism was developed. As a result of this Plan for Tourism, the delivery structure shown on the following page was developed with clearly defined roles and responsibilities for the GLA, LDA, Visit London and others.

Pan-London strategic tourism plans are developed by the GLA and LDA and these feed into strategies and plans developed at the sub-regional and local level with industry input at every stage.



Performance monitoring and reporting

The projects identified within this Action Plan will be monitored in a number of ways:

Project level

All projects are monitored on an ongoing basis to ensure they are running to budget, time and expected outputs. Relevant partner organisations are involved and steering groups set up (where appropriate) to ensure that projects are meeting the intended outcomes.

Internal

All projects are formally reported on monthly within the LDA to ensure they are running to budget, time and expected outputs. All projects are reported on quarterly to the GLA and then followed up with a final annual report.

Industry

This Action Plan identifies the need for better communication of project progress and outcomes with the wider tourism industry. Actions include an annual newsletter to update stakeholders on project progress, an annual Borough update event and improved information on the LDA website.

In order to monitor and evaluate the Action Plan there are a series of 'measures of success'. These can be found on pages 40-41 and will be reported on an annual basis.

Contingency Planning

The events of recent years have highlighted the importance of effective contingency planning. The Foot and Mouth outbreak in 2001 and the events of 9/11 had a devastating effect on the tourism industry, particularly on the levels of overseas visitors entering the UK. Significant improvements in London's contingency planning have since taken place and the city now has the structures available and the capability to react quickly and decisively to crises, as evidenced by the response to the bombings in the capital in July 2005.

London has developed considerable experience of contingency planning over recent years. The London Tourism Action Group (LTAG) was established in 2002 to combat the combined effects of 9/11 and the Foot and Mouth crisis. This was followed by the London Tourism Recovery Group (LTRG) established in 2003 by the Mayor to limit damage to the tourism economy caused by a succession of negative external threats and likelihood of a war in Iraq. Membership of LTRG included individuals from the Mayor's Office, the Greater London Authority, the London Development Agency, VisitBritain and the former London Tourist Board. LTRG ensured that the needs of London's tourism industry were communicated to the national Tourism Industry Emergency Response Group (TIER), the London Resilience Forum (and other entities not represented on TIER). A Special Marketing Steering Group was established in March 2003 and one of the outcomes of this group was the introduction of the Tourism Industry Recovery Plan (TIRP) which released £15 million to revitalise tourism following the combined threats of the international downturn in visitors and the impact of the Iraq War.

Whilst this Action Plan identifies an array of objectives and actions for tourism development in London, there must also be flexibility to enable a shift of priorities in the case of future unexpected events.

As recommended by a previous evaluation of the LTAG, a Disaster Marketing and Contingency Toolkit was developed in 2004 to aid tourism businesses in dealing with unexpected events. This toolkit will be updated within the life of this Action Plan.



Action Plan



The London Tourism Vision 2006-16 identifies five key themes for tourism development in London. Each theme is detailed in the Action Plan on the following pages.

Action Plan

Action Plan

The London Tourism Vision 2006-16 identifies five key themes for tourism development in London. The themes are as follows:

- A global city
- A quality visitor experience
- A sustainable and inclusive city
- Professionalism at every level
- Industry support and partnership

Each theme is detailed in the Action Plan tables with a headline vision. Each action point has been documented as follows:

Timescale

The scope of this Action Plan is April 2006 – March 2009. Some of the actions will be a continuation of work begun during the first Mayor's Plan for Tourism 2003-06, some will start during the life of this Action Plan and will continue beyond 2009. Strategic priorities may also be reviewed in response to changing market and environmental conditions. Timescales are identified in the Action Plan tables and indicate the year(s) of delivery, for example, timescale identified as 1-3 means ongoing activity over 3 years.

Lead

This is the lead body responsible for delivery of the associated action point. The lead is responsible for bringing together the relevant partners to jointly plan and manage the required work. The lead is responsible for ensuring that the work undertaken is successfully contributing towards achievement of the relevant strategic objectives set out under each of the themes.



General Wolfe Statue and view of Canary Wharf - Richard Baker

Partners

The successful completion of the actions will be determined by the involvement of a variety of key partner organisations. Under each action a number of partners have been highlighted. As delivery progresses, further partners may be identified to undertake work specific to each action.

Delivery

Some of the actions within the Action Plan tables will be developed into stand alone projects whilst others are activities which will be used to inform future projects. Many of the activities are cross-cutting and are relevant to more than one identified theme.

A global city

The vision - London will be the number one city of choice for visitors and the leading world city. London's marketing will be targeted, innovative, competitive and dynamic. London will be an evolving city which welcomes the world.

1.1 Market Development

Objective: Attract first time and repeat visits from both new and existing markets by implementing evidence based marketing and PR strategies.

Key Actions	Timescale	Lead	Partners
1.1.1 Further develop and research emerging leisure and business markets (e.g. China) to encourage tourism expenditure. Share knowledge with stakeholders e.g. inward investment	1-3	Visit London	London Unlimited, VisitBritain
1.1.2 Continue to promote London to core leisure and business markets (e.g. North America, Europe, UK) to maintain and grow market share	1-3	Visit London	SRPs, VisitBritain
1.1.3 Conduct research to understand the value and behaviour of repeat leisure visitors (through London Visitor Survey)	1	LDA	Visit London, GLA
1.1.4 Implement findings from repeat leisure visitor research through targeted marketing campaign activity	2-3	Visit London	
1.1.5 Develop and implement Business Tourism survey to understand the value and behaviour of the market	1-3	LDA	Visit London, VisitBritain
1.1.6 Ensure a sustainable balance of visitor (by market segment, territory, value and volume), in order to avoid damage to the environment and infrastructure and to avoid over-saturation which detracts from the visitor experience and expenditure	1-3	Visit London	
1.1.7 Incorporate priority actions from Review of Destination Marketing Industry Best Practice in Business Tourism into business tourism activity	1-3	Visit London	

Action Plan

1.2 Campaign planning and positioning

Objective: Deliver targeted campaign planning and implementation across relevant markets and position London as a vibrant and diverse 'must see' destination.

Key Actions	Timescale	Lead	Partners
1.2.1 Build on sector specific campaign work (e.g. gay, shop, eat, youth) in markets where the potential is greatest	1-3	Visit London	VisitBritain
1.2.2 Promote the ethnic and cultural diversity of London to show that the city is constantly evolving and growing and ensuring that as a visitor, you have never 'done' London	1-3	Visit London	Local marketing consortia, Boroughs
1.2.3 Ensure that the VFR message continues to form part of promotional campaigns and marketing activity	1-3	Visit London	Local marketing consortia, Boroughs
1.2.4 Build on sub-regional network programme to continue distributing visitors across London to ensure benefits of tourism are distributed across the whole of London e.g. use sub-regional Positioning Guides to inform Visit London marketing campaigns	1-3	LDA	Visit London, SRPs, Boroughs
1.2.5 Encourage Londoners to make the most of their city and increase sense of civic pride (e.g. Go Further campaign)	1-3	Visit London	Boroughs, SRPs
1.2.6 Continue to harness PR across markets to raise profile of London	1-3	Visit London	Visit Britain, industry
1.2.7 Promote London as a unique destination which offers history and heritage alongside a vibrant, contemporary culture	1-3	Visit London	Boroughs, industry

1.3 Branding

Objective: Position 'Totally London' as the leading London tourism brand.

Key Actions	Timescale	Lead	Partners
1.3.1 Incorporate the brand values of the London tourism brand model in all tourism marketing activity	1-3	Visit London	
1.3.2 Influence the tourism industry to utilise the assets of the London brand model	1-3	Visit London	Industry, Boroughs
1.3.3 Position the London tourism brand as a complementary blend of traditional and modern, shifting negative perceptions such as value and price	1-3	Visit London	
1.3.4 Work closely with London Unlimited to maximise benefits/align actions and promotional work	1-3	Visit London	London Unlimited
1.3.5 Undertake brand tracking research to test awareness of the London tourism brand	1-3	Visit London	

1.4 Gateway

Objective: Maximise London's role as a gateway to the rest of the UK.

Key Actions	Timescale	Lead	Partners
1.4.1 Plan and co-ordinate strategic gateway activity to capitalise on London's role as a gateway to the rest of the UK by overseas visitors	1-3	LDA, Visit London	VisitBritain, DCMS

Action Plan

1.5 Global Host

Objective: Position London as a premier global sporting, cultural and business events city.

Key Actions	Timescale	Lead	Partners
1.5.1 Implement the Major Events Strategy to bid for and attract major international events to London and to grow and develop indigenous events in London	1-3	LDA	GLA, Visit London, TfL
1.5.2 Build on the momentum and drive forward the recommendations of the International Convention Centre Mayoral Commission to develop an International Convention Centre in London	1-3	LDA	GLA, Visit London, BTAG, industry
1.5.3 Leverage the tourism opportunities provided by the 2012 Olympic and Paralympic Games to bid for new leisure and business tourism events	1-3	Visit London	LOCOG, GLA, MESG, LDA
1.5.4 Implement subvention policy to attract major new business events to London	1-3	Visit London	LDA, GLA, industry, BTAG
1.5.5 Develop Visit London's 'one stop shop' convention bureau to better service event and meeting planners	1-3	Visit London	Industry, BTAG

A quality visitor experience

The vision - London will deliver a top quality visitor experience from pre-arrival to post-departure, ensuring full satisfaction from all aspects of a visit to London.

2.1 Visitor Information

Objective: Deliver the Visitor Information Framework for London that creates lasting improvements in visitor information provision.

Key Actions	Timescale	Lead	Partners
2.1.1 Deliver a package of support to the TIC network network that fits with the national standards	1-3	LDA	TICs, Boroughs, VisitBritain
2.1.2 Work to include visitor information into travel centres	1-3	LDA, TfL	TICs
2.1.3 Utilise leading edge IT developments to communicate information to visitors in a variety of ways	1-3	LDA	TfL, TICs, Boroughs, Visit London
2.1.4 Ensure visitlondon.com continues to provide multilingual information via language specific websites covering key markets	1-3	Visit London	
2.1.5 Provide innovative visitor information access for all	1-3	LDA, Visit London	TICs, TfL, industry, Boroughs

2.2 Quality of visitor accommodation

Objective: Improve the quality of accommodation and visitor perceptions of value for money.

Key Actions	Timescale	Lead	Partners
2.2.1 Implement an assessed only policy (e.g. all Visit London accommodation partners will be quality assessed from April 2007)	2	Visit London	Industry, QIT, AA, LDA
2.2.2 Encourage the various tourism associations/ agencies (for example, Boroughs, destination marketing organisations) to promote only inspected accommodation	1-3	LDA	Visit London, QIT, AA
2.2.3 Implement a recruitment drive to encourage London's accommodation stock to sign up to the nationally recognised quality schemes	1-3	LDA	QIT, AA, Visit Britain, industry
2.2.4 Through the business support programme assist non-assessed accommodation to achieve the entry level to the quality assessment process	1-3	LDA	VisitBritain, Boroughs, industry

Action Plan

2.3 Quality of visitor attractions

Objective: To improve the quality of attractions through a range of business support.

Key Actions	Timescale	Lead	Partners
2.3.1 Implement a programme of support and best practice sharing for attractions to encourage the increase in quality	2-3	LDA	Industry, ALVA
2.3.2 Review existing quality schemes (e.g. VAQAS) to assess their suitability for roll-out across London	2	LDA	VAQAS

2.4 London's sense of welcome

Objective: Improve London's sense of welcome in order to improve and add value to the visitor experience.

Key Actions	Timescale	Lead	Partners
2.4.1 Identify and improve welcome at main gateways and key touch points e.g. transport hubs	1-3	LDA	TfL, TICs, industry
2.4.2 Implementation of signage and wayfinding review	1	LDA, SRPs	TfL, Boroughs
2.4.3 Investigate potential of high profile personality to deliver greeting to London (e.g. Mayor) to build on sense of welcome	1	LDA	GLA, Mayor's Office, Visit London
2.4.4 Implement PR activity to encourage Londoners (e.g. taxi drivers, shop attendants) to become ambassadors and welcome visitors to London	2-3	Visit London	LDA
2.4.5 Identify top 5 languages used by visitors and communicate these to industry, including ways to incorporate languages into their communications	1	Visit London	LDA
2.4.6 Develop a pan-London customer service standard	1	LDA	Sector Skills Councils, LSCs, training providers, Jobcentre Plus, Institute of Customer Service, Business Link, BHA, Trade Associations
2.4.7 Promote and deliver a pan-London customer service standard. Offer to customer facing staff	2-3	LDA	Sector Skills Councils, LSCs, training providers, Jobcentre Plus, Institute of Customer Service, Business Link, BHA, Trade Associations

2.5 Quality of visitor experience

Objective: Research and monitor the quality of the visitor experience.

Key Actions	Timescale	Lead	Partners
2.5.1 Implement an annual leisure visitor satisfaction survey	1-3	LDA	Visit London
2.5.2 Implement an annual business visitor satisfaction survey	2-3	LDA	Visit London

Action Plan

A sustainable & inclusive city

The vision - London will move towards becoming sustainable and inclusive to all: financially, physically, socially and culturally.

3.1 Motivations/barriers to entry

Objective: Better understanding of visitors' motivations or barriers to visiting London.

Key Actions	Timescale	Lead	Partners
3.1.1 Investigate motivations of visitors to understand London's key appeal (multi-cultural/heritage/historic)	2	LDA	Visit London
3.1.2 Undertake research to understand barriers to visiting London to identify the social, physical and cultural issues	2	LDA	
3.1.3 Use findings from research to inform product and market development	2-3	Visit London, LDA	Boroughs, industry
3.1.4 Explore the potential for Tourism Action Zones to address the potential impacts of tourism in specific local areas	1-3	GLA	LDA, Boroughs

3.2 Product Offer

Objective: Improve understanding of the diversity/inclusiveness of London's product offer.

Key Actions	Timescale	Lead	Partners
3.2.1 Improve integration of London's multi-cultural products into mainstream marketing and promotional activities	1-3	Visit London	Boroughs, local marketing consortia
3.2.2 Communicate effectively the message of both added value and value for money London (other than overt discounting) through relevant campaigns	1-3	Visit London	Boroughs, local marketing consortia
3.2.3 Encourage Londoners to make the most of their city (e.g. Go Further campaign, Hidden London column in The Londoner)	1-3	Visit London	Boroughs, local marketing consortia

3.3 Accessibility

Objective: Improve the inclusiveness and accessibility of the visitor experience.

Key Actions	Timescale	Lead	Partners
3.3.1 Investigate reasons for low uptake of National Accessibility scheme by London's tourism businesses	1	LDA	NAS, industry
3.3.2 Investigate and implement accessibility business support to enable London to become more accessible to those with physical and sensory disabilities	1-3	LDA	Industry, Boroughs, Business Support Agencies
3.3.3 Encourage accommodation providers to increase the number of accessible rooms through a programme of business support and advice	1-3	LDA	Accommodation providers
3.3.4 Encourage more comprehensive and accessible visitor information through a range of channels e.g. visitlondon.com, TICs (N.B. to be determined within Visitor Information Framework)	1-3	LDA	TICs, Visit London, TFL, Boroughs, local marketing consortia
3.3.5 Encourage initiatives that enable all Londoners to access visitor attractions (for example, highlighting free attractions, residents weekends)	1-3	Visit London	Boroughs
3.3.6 Communicate the diversity of London's theatre offer to under-represented theatre goers to increase the number of disabled visitors (particularly those with sensory disabilities), families and young people visiting the theatre	1-2	LDA, SOLT	Theatres, Visit London, GLA, Independent Theatre Council, Audiences London and Theatrical Management Association
3.3.7 Use findings from review of provision of accessible accommodation (part of 2006 Hotel Demand Study) to shape future actions	1-3	LDA, GLA	Boroughs, accessibility stakeholders

Action Plan

3.4 Public transport

Objective: Improve the visitor experience of public transport.

Key Actions	Timescale	Lead	Partners
3.4.1 Communicate with visitors the range of transport facilities available across London (links to distribution of visitors) e.g. river transport	1-3	Visit London, TfL	
3.4.2 Undertake research to understand the economic benefit of visitors on the transport system and visitor experience of transport system and use information to lobby TfL (and TOCs) to improve services for visitors	2	LDA, TfL, ATOC	Transport providers
3.4.3 Communicate with transport agencies and companies the findings from the visitor survey related to experience of transport systems to inform improvements to transport infrastructure at locations of key visitor importance	2	LDA	TfL, transport providers

3.5 Coach tourism

Objective: Improve quality of coach tourism experience.

Key Actions	Timescale	Lead	Partners
3.5.1 Support the implementation of the principles of the London Coach Tourism Concordat	1-3	LDA, TfL	Coach Tourism Forum, industry

3.6 River Thames

Objective: Increase profile and usage of services along Thames.

Key Actions	Timescale	Lead	Partners
3.6.1 Implement key findings from Thames Tourism Study to improve the use of the Thames as a transport and tourism resource, such as: <ul style="list-style-type: none">Identify the barriers and subsequent actions to greater visitor usage of the ThamesRaise the profile of the Thames as an iconic London attractionLearn from international best practice	1-3	LDA	Visit London, LRS, CRP, Thames Operators, CLP, LRA, British Waterways
3.6.2 Implement a research study on cruise ship facilities in London to; assess existing facilities, scope future requirements, demand assessment	2	LDA	GLA, LRS, Boroughs, Port of London Authority

3.7 Sustainability

Objective: Improve the sustainability and environmental performance of London's visitor economy.

Key Actions	Timescale	Lead	Partners
3.7.1 Continue to implement the sub-regional agenda to encourage distribution of visitors throughout London (N.B. see Sub-Regional Tourism Development Strategies)	1-3	LDA	SRPs, Boroughs, Visit London
3.7.2 Promote London's environmental assets including the parks, open spaces and waterways	1-3	Visit London	Boroughs, TfL, British Waterways
3.7.3 Promote 'healthy' London, including healthy food, green space and sport facilities	1-3	Visit London	Sport England, LDA
3.7.4 Support Climate Change Agency work in relation to tourism	1-3	LDA	GLA
3.7.5 Encourage visitors to enjoy London in a sustainable way through specific marketing messages, e.g. promote the use of public transport, cycling and walking	1-3	Visit London	SRPs, Boroughs, marketing consortia
3.7.6 Deliver business support to improve tourism businesses' environmental performance and local supplier networks and to promote best practice	2-3	LDA	Industry
3.7.7 Ensure linkages with other Mayoral strategies are maximised, e.g. Air Quality Strategy	1-3	GLA	LDA

Action Plan

Professionalism at every level

The vision - London will ensure that the tourism industry is recognised as providing diverse and interesting jobs and careers of choice, which offer opportunities for progression and skills development. Visitors to London will be offered a world class quality customer experience by increasingly successful tourism businesses.

4.1 Access to employment

Objective: Provide the right people at the right time with the right skills.

Key Actions	Timescale	Lead	Partners
4.1.1 Encourage a wider range of people to enter the industry in order to provide a rich source of potential candidates who are able to work flexibly	1-3	LDA, LSC, Jobcentre Plus	People 1st, Skillsactive, networks & enabling organisations
4.1.2 Use LDA funded programmes and other skills initiatives to extract real personal case studies from employees and employers to highlight the positive aspects, successes and personal fulfilment of working in the industry	1-3	LDA, People 1st, Skillsactive,	HLTT employer network groups, HLTT employers, professional bodies
4.1.3 Work with and encourage employers to showcase and promote the industry and the additional benefits of working within its diverse sectors	1-3	LDA, People 1st, Skillsactive, BHA	HLTT employer network groups
4.1.4 Use the London Games' appeal to act as a catalyst which will encourage people to view tourism as a sector of choice for employment	1-3	LDA, People 1st, Skillsactive, BHA	IAG services, HLTT employer network groups, ALG, Boroughs, LSC, Jobcentre Plus
4.1.5 Provide specific support to enable target audiences to participate meaningfully in the workforce (e.g. English language training, childcare)	1-3	LDA, LSC	LSC, Jobcentre Plus, new purchasing unit for ESOL, Surestart Unit, Treasury, Boroughs

4.2 Workforce development

Objective: Ensure that employees within the industry have the skills necessary to deliver truly world-class customer care.

Key Actions	Timescale	Lead	Partners
4.2.1 Encourage small firms to embed good practice into their operations using larger firms' models of best practice	1-3	BHA, Business Link	Business Link, large HLTT companies, trade & professional associations, Sector Skills Councils
4.2.2 Encourage use of local workforce into local jobs and make use of existing skills (e.g. non-English languages spoken, cultural understanding)	1-3	LDA	Tourism networks, People 1st, IAG/ Job Brokerage, identified priority areas Tourism for All, Boroughs
4.2.3 Communicate effectively to employers on what can be achieved through workforce development within the HLTT sector in order to encourage their engagement	1-3	LDA	Industry, trade press, Sector Skills Councils, Business Link
4.2.4 Develop a pan-London customer service standard	1	LDA	Sector Skills Councils, LSCs, training providers, Jobcentre Plus, Institute of Customer Service, Business Link, BHA, Trade Associations
4.2.5 Promote and deliver a pan-London customer service standard. Offer to customer-facing staff	2-3	LDA	Sector Skills Councils, LSCs, training providers, Jobcentre Plus, Institute of Customer Service, Business Link, BHA, Trade Associations

Action Plan

4.3 Training

Objective: Ensure that the skills that employers need are available and fully match the job role requirements and expectations.

Key Actions	Timescale	Lead	Partners
4.3.1 Co-ordinate and provide information on all tourism training available for the industry (One Stop Shop)	1-3	SSCs	LDA, LSC, Jobcentre Plus, Business Link, IAG services, tourism networks
4.3.2 Further target the skills gaps and shortages across all levels as identified in the LDA HLTT research and action plan, prioritising management and leadership, craft skills, as well as innovation and enterprise	1-3	LDA	Sector Skills Councils, LSC, Jobcentre Plus, Chartered Institute of Management, Institute of Leadership and Management, HCIMA, other professional bodies
4.3.3 Encourage and promote the benefits of continuous professional development through clearly identified career pathways	1-3	SSCs	Awarding bodies, professional trade associations, training providers, FE, HE
4.3.4 Deliver training using a variety of flexible and innovative delivery mechanisms	1-3	LDA	Training providers, FE, HE, NETP brokerage services, Sector Skills Councils
4.3.5 Encourage and promote the benefits of language competence and cultural understanding to keep up with the new emerging tourism markets	2-3	LDA LSC	DfES, Regional Languages Network for London, LSC, Sector Skills Councils, Jobcentre Plus

4.4 Training providers

Objective: Ensure a high quality employer-focussed training offer.

Key Actions	Timescale	Lead	Partners
4.4.1 Streamline and simplify HLTT qualifications	1-3	People 1st, Skills active	QCA, LDA, LSC, Jobcentre Plus, Association of London Colleges, HE
4.4.2 Encourage and ensure that ESOL and basic skills are embedded in HLTT learning programmes where necessary	1-3	LDA	LSC, Sector Skills Councils, Jobcentre Plus, Basic Skills Agency, new purchasing unit for ESOL, FE, HE
4.4.3 Ensure that all training provision is truly demand led	1-3	LSC, SSCs, LDA	LDA, Business Link, NETP brokerage providers, Association of London Colleges, HE, industry

Action Plan

Industry Support & Partnership

The vision - London will have an innovative, flexible and comprehensive industry support network which enables the sharing of knowledge and ideas, resulting in a thriving and diverse range of quality, successful, tourism businesses.

5.1 Intelligence

Objective: Deliver improved intelligence on the tourism industry to stakeholders.

Key Actions	Timescale	Lead	Partners
5.1.1 Implement the Local Area Tourism Impact (LATI) model covering both leisure and business visitors	1-3	LDA	Boroughs, Visit London
5.1.2 Share findings of LATI model with Boroughs to use as a tool to demonstrate the value of tourism (e.g. as a tool to lobby for improvements in public realm)	1-3	LDA	Boroughs, Visit London
5.1.3 Develop and implement London Visitor Survey to understand value and behaviour of leisure market	1-3	LDA	GLA, Visit London
5.1.4 Develop and implement Business Tourism survey to understand the value and behaviour of the market	1-3	LDA	GLA, Visit London, VisitBritain

5.2 Communication

Objective: Develop and maintain improved communication with the tourism industry.

Key Actions	Timescale	Lead	Partners
5.2.1 Provide strong leadership and communication between GLA, LDA, Visit London to tourism businesses and Boroughs on regional and national issues affecting the industry	1-3	LDA, Visit London	Industry, GLA, Visit London, SRPs, TfL, Sector Skills Councils, Boroughs
5.2.2 Continue annual partner satisfaction survey and implement relevant actions based on findings	1-3	Visit London	
5.2.3 Ensure that the partnership offering is relevant and reflects good value to all sectors of the industry	1-3	Visit London	
5.2.4 Work with Boroughs to encourage investment in tourism staff (using LATI model evidence) and to harness the benefits and community engagement of the London Games	1-3	LDA,	Boroughs, LOCOG, ALG, Visit London
5.2.5 Hold an annual Borough tourism event to update on projects and share best practice	1-3	LDA	Boroughs, ALG
5.2.6 Produce an annual LDA Tourism Unit update bulletin to tourism industry	1-3	LDA	Industry
5.2.7 Produce regular industry reports, forecasts and analysis via visitlondon.com (e.g. London Hotel Development Monitor)	1-3	Visit London	

Action Plan

5.3 Co-ordination & support

Objective: Continue to improve co-ordination within the tourism industry. Implement a programme of business support which improves the overall quality of the tourism product in London.

Key Actions	Timescale	Lead	Partners
5.3.1 Undertake ongoing analysis of tourism business issues to inform future need/priorities for public sector intervention	1-3	LDA	Business support agency, Trade Associations
5.3.2 Improve engagement with London Boroughs, tourism partnerships and business support agencies to maximise co-operation and co-ordination of tourism related activity	1-3	LDA	LDA, Visit London, Boroughs, SRPs
5.3.3 Implement a programme of business support activities that is driven by both industry and market forces	1-3	LDA	Business support agency, industry
5.3.4 Implement a recruitment drive to encourage London's accommodation stock to sign up to the nationally recognised quality schemes	1-3	LDA, Visit London	Quality in Tourism, VisitBritain, AA, industry, Boroughs
5.3.5 Create/support open networks where best practice is shared and market intelligence is disseminated to ensure industry co-ordination	2-3	LDA	Business support agency, industry
5.3.6 Review contingency planning framework to ensure that London's tourism industry (particularly SMEs) is equipped to cope with the impacts of a major incident	1-2	LDA	SRPs, BIDs, Met Police, GLA, TfL, Visit London, TIER, VisitBritain
5.3.7 Work with London tourism businesses to ensure that they are addressing the issues around accessibility	1-3	LDA	Business support agency, Visit London, industry, Boroughs
5.3.8 Continue to implement and develop the sub-regional tourism development strategies	1-3	SRPs, LDA	Boroughs

N.B. An agency to deliver business support requirements will be identified in 2006. Additional actions will be fed into this section.

5.4 Hotel development

Objective: Facilitate a structured approach to accommodation development in London.

Key Actions	Timescale	Lead	Partners
5.4.1 Create a structured approach between the LDA, GLA, sub-regional agencies, Boroughs and Visit London to development planning for visitor accommodation and provide a link to hotel developers	1-3	LDA, GLA	Visit London, Think London, Boroughs, SRPs
5.4.2 Proactively target hotel developers by creating a regularly updated marketing pack that includes key information on sites, contacts, processes, roles	1-3	LDA, Visit London, Think London	Boroughs, hotel developers
5.4.3 Use findings from updated Hotel Demand Study 2006 to shape future actions	1-3	LDA, GLA, Visit London	Think London, Boroughs

5.5 EnglandNet

Objective: Support national online distribution channel developments.

Key Actions	Timescale	Lead	Partners
5.5.1 Continue to support the development of EnglandNet, the national online information and booking platform, to enable London tourism businesses access to this platform	1-3	Visit London, LDA	VisitBritain

Measures of Success



This Tourism Action Plan has a three-year life span from 2006-09. The success of this Action Plan must be measured against tangible success indicators. The measures of success are set out on the following pages. The actual targets will be updated annually.

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A global city

Objective	Target	Measure
Grow the value of London's visitor economy	Increase domestic and overseas visitors average spend - Domestic visitors - % increase spend per trip Overseas visitors - % increase spend per trip	Local Area Tourism Impact (LATI) Model UK Tourism Survey (VisitBritain) International Passenger Survey (ONS)
Encourage distribution of visitors throughout London	% increase in number of visitors to outer London	Local Area Tourism Impact (LATI) Model
Maintain or increase market share	Maintain or increase London's world market share of world tourism	World Tourism Organisation figures
Position 'Totally London' as the leading London tourism brand	% increase in brand awareness	Visit London brand tracking research

A quality visitor experience

Objective	Target	Measure
Increase the number of quality assessed tourism products	x% of accommodation establishments quality assessed x% of room stock quality assessed x% of attractions quality assessed	Participation in National Quality Assurance Schemes Participation in visitor attraction quality scheme
Improve visitor satisfaction levels	Improve overall visitor satisfaction levels	Primary research is being commissioned to measure visitor satisfaction across a range of areas including transport, accommodation, attractions, safety and overall experience
Improve performance of Tourist Information Centres	Achieve x% or above in overall customer service satisfaction	National TIC Mystery Shopper exercise
Grow usage of visitlondon.com as a primary source of visitor information	x% increase in unique user numbers x% increase page impressions	Visit London web statistics

A sustainable and inclusive city

Objective	Target	Measure
Increase the number of accessible accommodation providers	x% of accommodation establishments accessibility assessed x% of room stock accessibility assessed	Participation in National Accessibility Schemes
Improve environmental performance of tourism businesses	Number of tourism businesses supported to improve environmental performance	Number of tourism businesses improving their environmental performance

Professionalism at every level

Objective	Target	Measure
Recruit more people into HLTT industry	Number of people gaining employment in HLTT industry	HLTT monitoring programme - number of people gaining employment through the various recruitment programmes implemented
Upskill people in tourism industry	Number of tourism employees receiving skills training	HLTT monitoring programme - number of people assisted in their skills development as a result of LDA programmes (30 hours of learning)
Assist and guide businesses in training and workforce development	Number of tourism businesses with improved productivity through staff development	HLTT monitoring programme - number of businesses assisted to improve their productivity

Industry, support and partnership

Objective	Target	Measure
Maintain/improve partner satisfaction levels of Visit London	Maintain propensity to renew membership	Visit London partner survey
Maintain a well supported visitor economy	Number of businesses receiving business support	Success measures will be defined in the Business Support Programme. It is likely they will include; number of businesses receiving training, 1:1 business advice, etc

Appendices



Appendix 1 - Abbreviations

AA	Automobile Association
ALG	Association of London Government
ALVA	Association of Leading Visitor Attractions
BHA	British Hospitality Association
BIDs	Business Improvement Districts
BTAG	Business Tourism Advisory Group
CRP	Cross River Partnership
DCMS	Department of Culture, Media and Sport
DMO	Destination Marketing Organisation
ESOL	English for Speakers of Other Languages
GLA	Greater London Authority
HLTT	Hospitality, Leisure, Travel and Tourism
IAG Services	Information, Advice and Guidance services
LATI model	Local Area Tourism Impact model
LDA	London Development Agency
LOCOG	London Organising Committee of the Olympic Games
LRA	London Rivers Association
LRS	London River Service
LSC	Learning and Skills Council
MESG	Mayor's Events Steering Group
NAS	National Accessibility Scheme
NEPT	Brokerage National Employers Training Programme
QIT	Quality in Tourism
TAZ	Tourism Action Zone
TfL	Transport for London
TIC	Tourist Information Centre
SOLT	Society of London Theatre
SSC	Sector Skills Council
SRP	Sub-Regional Partnership
VAQAS	Visitor Attraction Quality Assurance Scheme
VFR	Visiting friends and relatives
VL	Visit London

Appendix 2 - Glossary

Association of London Government (ALG)

The ALG is committed to fighting for more resources for London and getting the best possible deal for London's 33 Boroughs. Part think-tank and part lobbying organisation, it also runs a range of services designed to make life better for Londoners.

Business Tourism

Servicing the needs of visitors whose purpose in being in London is business.

Department for Culture, Media and Sport (DCMS)

The DCMS is responsible for Government policy on the arts, sport, the National Lottery, tourism, libraries, museums and galleries, broadcasting, film, the music industry, press freedom and regulation, licensing, gambling and the historic environment.

The DCMS is also responsible for the listing of historic buildings and scheduling of ancient monuments, the export licensing of cultural goods, the management of the Government Art Collection and for the Royal Parks Agency.

Domestic Tourism

Servicing the needs of visitors whose purpose in being in London is leisure and who originate from within the UK.

EnglandNet

Since January 2005, the EnglandNet platform and associated services have been owned, developed and operated by VisitBritain. Strategic governance is provided by a Programme Board comprising representatives from VisitBritain, the nine English Regional Development Agencies (RDAs) and their Regional Delivery Partners (RDPs). The objectives of the programme are: to build a national platform for the collection and management of information on English regional tourism product and its presentation via visitbritain.com and other tourism websites; to provide facilities to enable this product to be booked online by users of visitbritain.com and other tourism websites through which the product is presented.

Greater London Authority Group (GLA Group)

The GLA Group consists of the Mayor, the London Assembly and four organisations that look after transport, the police, the fire and rescue service and economic development for London. They are:

- Transport for London
- The Metropolitan Police Authority
- The London Fire & Emergency Planning Authority
- The London Development Agency

The organisations in the GLA group are run independently of the Mayor, but the relationship between them and the Mayor is close. The Mayor sets their budgets, appoints their board members and works closely with them to improve London. Several of the board members are chosen from the London Assembly.

Leisure Tourism

Servicing the needs of visitors whose purpose in being in London is leisure.

London Development Agency (LDA)

One of nine Regional Development Agencies, established by the Government to promote economic development and regeneration. It is part of London Government and reports to the Mayor of London. It consults and works with the GLA and a wide range of public and private sector partners.

London Unlimited

London Unlimited is delivered by Visit London in partnership with GLA, LDA, Think London, London Higher and Film London. It aims to develop a global brand for London that positions London as the best city in the world in which to invest, visit, study and conduct business. London Unlimited's mission is to create economic benefit for London, by strategically promoting London as an international destination across a range of sectors to multiple audiences.

Small and medium size enterprise (SME)

SMEs break down into micro, small and medium size organisations and are categorised by the EU as:

Micro	Businesses with less than 10 employees with a turnover of under €2 million
Small	Businesses with less than 50 employees with a turnover of under €10 million
Medium	Businesses with less than 250 employees with a turnover of under €50 million

Sub-Regional Partners

The LDA has recognised the need for more sub-regionally focussed working to improve the spread of tourism benefits. The LDA works with existing organisations in the five sub-regional areas to deliver the Sub-Regional Tourism Development Strategies.

Sustainable development

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. For London the key sustainability issues are social equity and inclusion and the protection of the local environment for Londoners: air quality, noise, traffic, safety, security, protection from flooding, avoidance of excess summer heat stress and avoidance of water restrictions. It also means ensuring London does not contribute to national and global environmental damage such as climate change, waste creation and resource depletion.

Tourism Action Zone

Tourism Action Zones are areas where a range of policies (e.g. local tourism strategies and Local Development Frameworks) seek to stimulate tourism provision and provide a framework for managing the pressures of high visitor volumes on their environs.

VisitBritain

VisitBritain markets Britain to the rest of the world and England to the British. Their mission is to build the value of tourism and to build partnerships with, and provide insights to, other organisations which have a stake in British and English tourism. VisitBritain is funded by the Department of Culture, Media and Sport.

Visiting Friends and Relatives (VFR)

Market segment that consists of visitors staying overnight (away from home) at accommodation occupied by friends or relatives.

Visit London

Visit London is the official visitor organisation for the capital, funded by the LDA. 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. Visit London is a partnership organisation which also acts as a voice for London's tourism industry. It was formerly known as the London Tourist Board.

World City

A globally successful business location paralleled only by two of the world's other great cities, New York and Tokyo, measured on a wide range of indicators such as financial services, Government, business, higher education, culture and tourism.

Appendix 3 - Risk Register

Risk Register

This section analyses the risks inherent in this Action Plan and the actions that will be taken to mitigate these risks.

Risk	Mitigating Action	Risk Status	Risk Owners
Further terrorist attack(s) on London or outbreak of contagious disease which would deter domestic and international visitors from travelling to London	Visit London and the LDA to co-ordinate effective contingency planning procedures and to manage existing campaigns and projects accordingly	High	LDA & Visit London
Shifting exchange rates, forcing tourists to consider 'cheaper' destinations or travel within their own countries	Regular monitoring of exchange rates and impacting factors. If necessary shift marketing activity to those territories least affected by the shift	Medium	Visit London
Loss of political support for tourism from the Mayor/ Central Government	Regular communication of benefits of tourism to regional and national Government	Low	LDA, Visit London & VisitBritain
Procurement of suppliers by partners not in line with LDA Procurement Code	Incorporate LDA procurement guidelines as a condition of funding	Low	LDA
Loss of key staff within LDA Tourism Unit and/or Visit London	Succession plan implemented in order to replenish staff and reduce risk of knowledge-loss. Ensure that projects are fully documented and filed to facilitate uptake by new staff	Medium	Visit London & LDA
LDA or Visit London's offices disabled by fire or flood or disaster in the immediate vicinity	Disaster recovery plan activated to ensure minimum disruption to the business	Low	LDA & Visit London

Other Languages and formats

A summarised version of this document is also available in large print, braille, on disk, audio cassette and in the languages listed below.

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، الرجاء الاتصال برقم الهاتف أو الكتابة الى العنوان أدناه:

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Chinese

如果需要此文檔的您的母語拷貝，請致電以下號碼或和下列地址聯係

Hindi

यदि आप इस दस्तावेज़ की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नम्बर पर फोन करें अथवा दिये गये पता पर सम्पर्क करें।

Greek

Αν θέα θέλατε ένα αντίγραφο του παρόντος εντύπου στη γλώσσα σας παρακαλούμε τηλεφωνήστε στον αριθμό ή να επικοινωνήσετε στην παρακάτω διεύθυνση:

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Turkish

Bu broşürü Türkçe olarak edinmek için lütfen aşağıdaki numaraya telefon edin ya da adrese başvurun.

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دیئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ قائم کریں۔

Gujerati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

Vietnamese

Nếu bạn muốn bản sao của tài liệu này bằng ngôn ngữ của bạn, hãy gọi điện theo số hoặc liên lạc với địa chỉ dưới đây.

London Development Agency
Devon House
58-60 St Katharine's Way
London
E1W 1JX

T: 020 7680 2000
www.lda.gov.uk