



# **VISITOR ECONOMY INVESTMENT PLAN**

A City Growth Programme



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## **1. CITY FRINGE PARTNERSHIP**

The City Fringe Partnership (CFP) is the economic development and regeneration partnership set up to increase economic growth and social inclusion in the area to the north and east of the City of London, which includes some of the most deprived communities in the country. Our principal aims are to encourage small and medium-sized business growth and to develop employment opportunities for local people in specific industries located within the City Fringe.

## **2. INTRODUCTION: Visitor Economy Investment Plan**

The Visitor Economy Investment Plan (VEIP) is the product of a participative process that has been industry led at all stages. Through direct engagement we have sought to capture the knowledge, expertise, and motivation of business owners and employees in the fields of Hospitality and Cultural Tourism. Key public partners have also joined the dialogue to help identify possible contributions towards a prospering visitor economy in the City Fringe. The result is a true public private partnership where the partners have gained by working together towards common goals - promoting the diverse visitor offer that exists within the City Fringe, helping businesses benefit from expected rise of visitors to the area, and capturing the wealth and job creation tourism brings to the local economy. The VEIP will be used to secure support for interventions and provide a clear direction and rationale for why resources should be spent in the ways outlined. This plan is a living document and will be reviewed regularly to ensure that recommended interventions reflect the most current resident profile, visitor profile, and changes in the visitor economy.

## **3. RATIONALE FOR INVESTMENT**

According to the London Development Agency's recently completed Local Area Tourism Impact Model (LATI) there was an estimated £12,890 million in tourism income for London as a whole in 2004. The City of London and our four borough partners, Camden, Islington, Hackney, and Tower Hamlets accounted for £2,739 million or 21% of London's tourism spend. *(N.B. This figure represents spend across the entire geographical boundaries of the partners, not restricted to the City Fringe core area.)*

Contributing to the tourism spend is a rich and diverse visitor offer spanning the City Fringe including internationally renowned destinations, and unique 'undiscovered' attractions and areas. There are at least 200 art galleries, museums, heritage sites, theatres, festivals, and street markets in the fringe, and 950 bars, hotels, and restaurants.

The development of Canary Wharf and increasing profile of the City of London as a global leader in the financial sector, has driven growth in the number of hotels in the area and thereby opportunities to attract visitors to surrounding areas that have gone through significant regeneration such as Hoxton, Spitalfields and Clerkenwell. According to the Central London Brand Mapping study, with close proximity to established tourist zones of Central London visitors also identify and are drawn to the 'bohemian' and 'eclectic' markets, bars, and cafe culture of Camden and Islington. As a whole, the City Fringe is experiencing raised profile driven through media interest in the run up to the 2012 games.

The Mayor Of London has made it a strategic priority to spread tourist activity beyond traditional hot spots. Promotion of that dispersion, along with increased hotel accommodations, improvements to transportation infrastructure, area regeneration, and geographical proximity to the 2012 Olympic site, provided clear rationale for businesses in the City Fringe to get involved in shaping the future of the local visitor economy by feeding into the development of this investment plan.

#### **4. METHODOLOGY**

Our investment in the Visitor Economy is based on the separate research we have conducted in the Hospitality and Cultural Tourism industries.

Business led Cluster Action Groups (CAGs) were brought together to advise on what support these industries need to enable them to benefit from the rise of visitors to the area and the wealth and jobs that brings to the local economy. Existing support and skills provision was mapped for each of the industries, and key research papers and local, regional, and national policies were reviewed to inform and facilitate CAG discussions.

## **5. INVESTMENT PLAN OBJECTIVES**

The overarching goals the Hospitality and Cultural Tourism industries share are:

1. promotion of the area as a diverse location with a rich visitor offer;
2. promotion of the industries as career paths for local people;
3. provision of opportunities for training and upskilling;
4. influencing improvements to the local environment;
5. support for SMEs to take advantage of increased tourism.

The Visitor Economy Investment Plan includes elements which aim to meet particular needs of cultural tourism businesses such as community inclusion projects, pod cast tours and bicycle/walking trails. In Hospitality, the plan outlines industry defined gaps in support for skills provision, and signposts industry recommendations to relevant agencies and delivery organisations. The plan also seeks to connect the Cultural Tourism and Hospitality industries through shared initiatives specifically around cross sectoral promotions and marketing, to be achieved through activities such as themed promotions, and area guides.

## **6. HOSPITALITY**

Hospitality is an industry of significant importance and presence in London, with higher than average business start ups and employment opportunities for local people. In 2004, Trends Business Research (TBR) identified 951 Hospitality businesses located in the City Fringe, collectively employing 11,699 people. Hospitality employment opportunities have grown significantly with a 55% increase in available jobs in the City Fringe since 1995.

With evidence of high clustering and employment growth, the CFP initiated the establishment of a Cluster Action Group (CAG) to provide a route for businesses to assess their needs in this expanding market and to identify specific interventions where the industry could benefit from support and training. The Hospitality CAG membership included 8 business owners and 5 strategic partners.

In order to inform and facilitate CAG discussions, a number of research activities were undertaken. Existing studies such as TBR's Analysis of Employment Sectors in the City Fringe (2005), Clone Town Britain from the New Economics Foundation (2005), and the British Hospitality Association's Trends and Statistics (2005) were reviewed. Mapping exercises were done to determine the existing levels of training and support provision, and local business input was sought through a series of face to face meetings, and the

completion of a business survey. Strategic partners such as the LDA, People 1st, and Springboard UK were also engaged throughout the process.

## I

### **Industry Challenges**

The research reviewed highlighted the most prevalent issues for the industry, largely regarding recruitment & retention, skills, and potential saturation by franchise chains – maintaining diversity in the market. The Hospitality CAG has focused their discussions primarily around these themes.

#### Recruitment & Retention

According to the British Hospitality Association (BHA), 34% of businesses have identified problems in recruiting customer service based roles, citing that employers have difficulty in filling vacancies due to the lack of available skilled staff. Although important to note the national trends, the Hospitality CAG has expressed that recruiting staff was not a problem in the City Fringe area and that unskilled persons could be up-skilled on site. The CAG did however express concern around the perception of the industry as an attractive employment option to local people and felt that this was something that needed to be addressed.

BHA research also notes that the industry suffers from poor retention due to the dominance of women, youth, and part time workers, who are not looking for long term placements. According to People1st, the Hospitality Sector Skills Council, retention issues are magnified in the City Fringe area due to a more transient work force characterized by immigrants and students. The City Fringe hospitality sector is made up of a high concentration of independently owned SMEs that are not as well equipped to provide opportunities in career development further exacerbating high turn-over of staff.

#### Skills Gaps

There is a lack of soft skills in this sector that is precluding access to employment and career progression, according to the BHA, the main skills gaps identified were communication, job specific skills, customer service, ICT skills, team working, being flexible, willingness to learn, ability to follow instructions, basic skills and management skills. According to People1st, '80% of employers do not know who to contact to access government funded training and only 8% have ever actually accessed it' (Counting those pennies, July 2006).

To inform CAG discussions, the CFP completed a mapping exercise of existing skills provision in the area. The CAG had expressed that there was a substantial offer of training opportunities available but not training that suited the needs of SME hospitality businesses. The mapping exercise confirmed this assertion. There is a high level of NVQ related training but insufficient basic skills training in areas such as English and numeric skills, which would assist in preparing local people for employment within this sector. In addition, there appears to be minimal provision of short intensive courses targeted at specific areas within the hospitality and catering trade. The City Fringe area could benefit from a more coordinated approach to referrals and training, and better promotion of the training that is available.

#### Maintaining Diversity in the Market

The proportion of owner managed businesses in this sector in the Fringe area is 70% which is significantly higher than the national average. The CAG feels that diversity is vital to the strength of the offer in the City Fringe, and propose continued recognition of the importance of this factor by borough planning departments. The CAG expressed concern over the potential for the area to become oversaturated by franchise chains.

In 2004 The New Economics Foundation published a report called Clone Town Britain. The report suggests that a large proportion of Britain's high streets were turning into replicas of each other, lacking individuality and diversity. These town centres are slowly becoming monopolized by global chains that sap the benefits of a thriving local economy. The effect, the report suggests, is to reduce the sustainability of small businesses, impacting on both financial stability of the local community and consumer choice.

The CAG also recognises that in order to maintain or enhance the current level of diversity in the local hospitality market, intervention may be required to support businesses in accessing training resources, developing marketing strategies, accessing information and maintaining an open dialogue with the boroughs regarding legislation, regulations and planning, and inclusion in area visitor promotions.

#### **Recommendations:**

The Hospitality CAG has identified several needs for intervention to support the local industry. The CAG recognises that some of their concerns have already begun to be addressed, and where that is the case defer to appropriate organisation for delivery of

support, where there are gaps in provision the CAG seeks to secure funding for supportive interventions through this Visitor Economy Investment Plan.

Recommendations in respect to training and employment are being referred primarily to the LDA hospitality and catering training and employment initiatives. In terms of the proposed Centre of Excellence at Hackney Community College, the LDA should be aware of the issues raised through the business survey and mapping and gapping exercises attached in the appendices. In addition to the LDA initiatives the CFP will pursue the potential of a City Fringe Pathways to Jobs programme for 2007. Recommendations around local area management will be taken forward through dialogue with the local borough partners -though supported by the baseline data gathered through the 'Documenting Visitor Satisfaction' project included in the VEIP Programme Deliverables outlined below.

Concerns around marketing and promotions, and promoting the industry as a viable career path through youth enterprise projects have also been included in the VEIP programme deliverables.

## **7. CULTURAL TOURISM**

The City Fringe has a rich cultural offer which contributes to the area both socially and economically. When reaching out to local 'visitors', cultural tourism has the capacity to contribute socially by improving quality of life, and pride in sense of place for residents. Economically, cultural tourism contributes to communities through visitor spend and local jobs.

Although definitions of cultural tourism vary widely, in the context of our work we have included the following sectors:

- art galleries
- museums
- heritage
- live theatre (dance, music, drama, performance art)
- tourist attracting markets
- recurring festivals / events

Our research indicates the City Fringe is home to more than 200 businesses in these sectors, however the true figure likely far exceeds this estimate as many creative/cultural SMEs do not have enough annual turnover to require VAT registration and therefore are not captured in the statistics.

Analysis of the Annual Business Inquiry (ABI) indicates that the City Fringe has experienced significant and steady growth in employment in cultural tourism sectors during the period between 1998 and 2004, with growth in each year averaging at 8.4% per year (compared with vacillating employment for these sectors in Inner London averaging 2.3% growth per year over the same period). Further to that, the cultural tourism employment within our partner Boroughs is highly concentrated within the City Fringe core area wards.

- 70% of Tower Hamlet's cultural tourism employment lies within City Fringe core area
- 57% of Hackney's cultural tourism employment lies within City Fringe core area
- 39% of Islington's cultural tourism employment lies within City Fringe core area
- 17% of Camden's cultural tourism employment lies within City Fringe core area

The above figures demonstrate that there is an unmistakable clustering of cultural tourism businesses and employment growth within the City Fringe. It is anticipated that these trends will continue, and further progress as the area's profile is raised.

Through the London Development Agency, the Mayor of London has developed the *London Tourism Vision 2006-16*. This strategy supports the vision that:

*"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 a historically and culturally rich environment."*

In conjunction with the London Tourism Vision 2006-16, an initial three year London Tourism Action Plan was developed as result of extensive LDA consultation with the industry. The action plan sets out specific opportunities and challenges for the industry pan-London for the next three years, and identifies appropriate partners for delivery.

In 2006, the City Fringe Partnership formed a Cultural Tourism Cluster Action Group (CAG) to facilitate a means for local businesses to contribute to the Mayoral vision and action plan, as well as the parallel goals laid out in the Central London Tourism Development Framework, the East London Sub-Regional Tourism Development Strategy, and borough level strategies for both culture and tourism. The CAG's industry membership included representation from art galleries, a museum, a festival, a cultural tourism network and cultural industry support agency, and interest groups representing the needs of ethnic minorities and persons with disabilities. The CAG also included representation from each of the City Fringe boroughs

and the City of London. Throughout the process, the East London and Central London Tourism Managers for the London Development Agency were kept abreast of the CAG's progress in the drafting of this investment plan; their expertise and insight into strategic development for tourism was fed back to the CAG to inform their discussions.

Prior to the CAG's discussions, an analysis was done across the strategies mentioned above, to identify areas of commonality. At the time the CAG commenced, our borough partners were at varying stages of development in terms of establishing strategies for culture and tourism. Although most had strategies in place for culture, most did not have strategies in place for tourism. However, in response to the selection of London as the host city for the 2012 Olympic and Paralympic Games, the boroughs have recognised the importance of developing such strategies to prepare for the tourism boom that will result. Our CAG included active participation by the London Boroughs of Camden, Islington, Tower Hamlets, and Hackney as well as the City of London. This was essential not only for their vital contribution to the City Fringe Visitor Economy Investment Plan, but also to inform the development of their own tourism strategies.

## **Industry Objectives**

The Cultural Tourism CAG has focused on identifying needs and appropriate interventions in response to the following strategic objectives which were most commonly present across the relevant strategies for culture and tourism:

- improvement of information provision
- improvement of visitor navigation
- evaluation of visitor satisfaction
- skills training & career development
- promotion of London as a vibrant, diverse, 'World City'
- preparation for the 2012 visitor experience.

These topics fit appropriately in line with the Mayor's key tourism goals for a quality visitor experience, a sustainable and inclusive city, promoting London as a global city, professionalism at every level, and industry support and partnership.

In addition to reviewing government strategy and policy, other tools were looked at such as the 'Market Segmentation for Tourism Promotion to East London' and subsequent 'Positioning and Marketing East London – a practical guide' - both commissioned by the LDA and delivered by TourEast London; and the East London and Central London Brand Mapping studies completed by the Sub Regional Tourism Managers for the LDA. These reports were useful in supporting anecdotal feedback from CAG members that tourism promotions need to be defined and narrowly targeted. Examples were provided by CAG members of lessons learned from past promotional activities that failed to achieve set goals as a result of too broad a scope, or trying to reach too broad of a visitor market. The above reports were particularly useful in facilitating discussions around promotion of the City Fringe as a diverse location with a rich visitor offer. The CAG recognises the importance for future promotional schemes to be clearly targeted, focused on small pockets of geographic area, or to specific visitor market segments such as 'explorers' or 'cosmopolitans' or 'story seekers'.

When approaching discussions of the identified objectives, CAG members were asked to rate the objectives in order of their perceived importance to the cultural tourism industries. Interestingly, preparations for the 2012 Olympic and Paralympic Games rated least important to the members. The objectives were then discussed in order of perceived importance. During the course of discussions of the other objectives, the 2012 Games often came into the dialogue and preparations for the Games was seen by the CAG as increasingly vital. The CAG felt primarily that businesses would naturally be better positioned for opportunities related to 2012 once the other objectives were addressed through various skills, business support, and area promotion programmes. But additionally they expressed the need for continuation of existing mechanisms for information sharing about the Olympic and Paralympic Games, such as the Cultural Industries Development Agency's (CIDA) East London Cultural Tourism Group (ELCTG) meetings, and also the Thames Gateway Partnership's Cultural Forums which grew out of the partnerships forged amongst the host boroughs while developing the 'Transforming the Landscape: culture as the key to winning the Olympics 2012' report which set out how Olympic Boroughs and practitioners in Olympic Boroughs might develop their contribution to the Cultural Olympiad.

## **Recommendations**

Many of the needs the CAG identified in their discussions of the recurring strategic objectives have resulted in the recommendation of fundable interventions which primarily address soft skills, marketing & promotion, use of new technologies, evaluation and data collection. As a

voice for the wider industry, the CAG seeks to actively shape the future of the local visitor economy through this plan of investment. Specific recommendations for interventions are existing organisations such as Business Link London, TourEast London, the Cultural Industries Development Agency, and Visit London will be sought to ensure avoidance of any duplication of intervention delivery.

Additional concerns were identified which are not suitable for funding through this plan but are noteworthy all the same. Both the Hospitality and Cultural Tourism CAGs expressed a desire for clearer routes of communication with boroughs regarding issues relating to physical environment which may affect businesses' ability to widen their appeal to visitors – issues such as lighting, waste management, street cleaning, loitering, safety, etc. It should be noted that this concern may reflect a need for improved promotion and awareness of services, rather than a need to alter current systems for service provision. Boroughs may want to review and test whether local businesses are knowledgeable enough about the support available to them and how to access assistance.

As visitors do not adhere to geographical boundaries the Cultural Tourism CAG was quite keen to encourage more cross-borough and multi-agency initiatives and cooperation, particularly around the topics of gateway and street scene improvement, visitor navigation and signage.

This group was also keen to encourage VisitLondon to enhance the promotional presence of East London on the [www.visitlondon.com](http://www.visitlondon.com) website in support of the Mayor of London's call for dispersal of tourism benefits beyond the longstanding 'honey pots', and to generate a foothold of interest in the area well in advance of the 2012 Olympic and Paralympic Games. Work is already being undertaken to address this, the LDA's tourism Sub Regional Managers (SRM) meet with VisitLondon every six weeks to feedback the concerns, needs, and opportunities in their region, and as needed on a project basis. The East London SRM regularly communicates promotional opportunities to local businesses. SMEs should be encouraged to utilise their SRMs to increase the area profile on the website.

Some of the concerns and potential interventions identified by the Cultural Tourism CAG during the development of this plan have since been progressed by other agencies of appropriate remit and are therefore not included in the proposed VEIP programme deliverables. It is, however, worth noting their importance to the City Fringe businesses. These topics included the assessment of signage and street furniture for their visual impact,

efficiency in their information provision, and to identify where areas of duplication or over saturation need to be addressed; the CAG also recognised the importance of cross borough visitor related marketing promotions; and on-board bus stop announcement by Transport for London to encourage visitors to explore areas outside of the Underground system.

## 8. PROGRAMME DELIVERABLES;

It is recommended that the Visitor Economy Investment Programme remains active through to the 2012 Olympic and Paralympic games. Funding will be sought in phases to ensure the support remains relevant to the area's resident profile, visitor profile, and rapid changes in the tourism market.

Prior to the closure of the first phase we will undertake evaluation and make appropriate adjustments to programme deliverables before seeking further funding.

### PHASE ONE: Q3 2007/08 – Q1-Q4 2008/09

#### AREA PROMOTION

<b>Project:</b>	<b>Objectives Supported</b>	<b>Sectors:</b>
<p><b>Gatekeeper seminars</b> Seminars to inform hotel concierge, doormen, head waiters, bartenders, etc. about the local cultural offer and the benefits their businesses can reap from promoting area activities and destinations</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>Promotion of the area's rich, diverse visitor offer</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>A Quality Visitor Experience; visitor information &amp; London's sense of welcome</li> <li>Industry Information, Support &amp; Partnership; Communication</li> </ul>	<p>Cultural Tourism</p> <p>Hospitality</p>
<p><b>Pod Casts</b> Research, write and produce audio programmes broadcast over the internet which publish content to enable easily updatable area/theme specific walking tours.</p> <p>Partnerships will be sought with local boroughs, and strategic organisations for tourism and transportation to ensure effective distribution.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>Promotion of the area's rich, diverse visitor offer</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>A Quality Visitor Experience; visitor information</li> </ul>	<p>Cultural Tourism</p>

<p><b>Guide Books</b> Produce &amp; distribute a series of guidebooks to highlight the diverse visitor offer in the City Fringe. Targeted by geographical areas or theme. (e.g. 'Spitalfields &amp; Shoreditch', 'Family Day Out', 'Nightlife' 'Accessible venues' etc.) These materials will supplement, not duplicate, existing guides in order to increase awareness of the City Fringe's offer.</p> <p>Partnerships will be sought with City Fringe boroughs, and strategic organisations for tourism and transportation, to ensure effective distribution.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of the area's rich, diverse visitor offer</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Quality Visitor Experience; visitor information</li> </ul>	<p>Cultural Tourism</p> <p>Hospitality</p>
<p><b>Walk / Bicycle maps</b> Produce maps to assist visitors in discovering and experiencing the diverse micro-destinations which fall beyond the traditional tourist zones; promotion of the environmental benefits of walking and cycling.</p> <p>Partnerships will be sought with City Fringe boroughs, and strategic organisations for tourism and transportation, to ensure effective distribution.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of the area's rich, diverse visitor offer</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Quality Visitor Experience; visitor information</li> </ul>	<p>Cultural Tourism</p>
<p><b>International Linkages</b> Promotion of specific areas of creative/cultural clustering to international audiences. Joint marketing promotions; cultural tour and presentation to an assembly of international culture led regeneration organisations to spread awareness of the visitor offer in the City Fringe.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of the area's rich, diverse visitor offer</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Global City</li> <li>• A Quality Visitor Experience; visitor information</li> </ul>	<p>Cultural Tourism</p>

## **BUSINESS SUPPORT & DEVELOPMENT**

<b>Project:</b>	<b>Objectives supported:</b>	<b>Sectors:</b>
<p><b>Expanding Business Plans</b> One-to-one mentoring to assist cultural tourism SMEs to identify opportunities for growth and means of generating secondary sources of income.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Support for SMEs to take advantage of increased tourism</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• Industry Information, Support &amp; Partnership; coordination &amp; support</li> </ul>	<p>Cultural Tourism</p>
<p><b>Marketing workshops</b> Provide SMEs with skills in writing simple and effective promotional materials.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of the area's rich, diverse visitor offer</li> <li>• Skills &amp; training opportunities</li> <li>• Support for SMEs to take advantage of increased tourism</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Quality Visitor Experience; visitor information</li> <li>• Industry Information, Support &amp; Partnership; coordination &amp; support</li> </ul>	<p>Cultural Tourism</p> <p>Hospitality</p>
<p><b>Marketing Tools</b> Produce reference materials to provide targeted sector specific guidance to SMEs on simple and effective marketing strategies.</p> <p>Materials produced will supplement and add value to the broader marketing guidance already available to businesses through Business Link London.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of the area's rich, diverse visitor offer</li> <li>• Support for SMEs to take advantage of increased tourism</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Quality Visitor Experience; visitor information</li> <li>• Industry Information, Support &amp; Partnership; coordination &amp; support</li> </ul>	<p>Cultural Tourism</p> <p>Hospitality</p>
<p><b>Emerging audiences</b> Workshops which assist businesses to broaden their customer base (and employee recruitment base) by considering specific needs of</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of the area's rich, diverse visitor offer</li> <li>• Promotion the industries as career</li> </ul>	<p>Cultural Tourism</p>

<p>emerging cultural groups and persons with disabilities; and by planning their programme and promotions to target specific market segments.</p>	<p>paths for local residents.</p> <ul style="list-style-type: none"> <li>• Support for SMEs to take advantage of increased tourism</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Global City; market development</li> <li>• A Sustainable and Inclusive City - accessibility</li> <li>• Professionalism at every level; access to employment</li> </ul>	
<p><b>Managing volunteers</b> Workshops to provide SMEs with tools for effective management and motivation of volunteer staff and internships.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of career paths for local residents.</li> <li>• Support for SMEs to take advantage of increased tourism</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Sustainable and Inclusive City – accessibility</li> <li>• Industry Information, Support &amp; Partnership; coordination &amp; support</li> </ul>	<p>Cultural Tourism</p>
<p><b>Inclusion projects</b> Support for projects that specifically reach out to engage local youths and hard to reach ethnic groups to encourage increased take up of the cultural offer by the local community.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of the area’s rich, diverse visitor offer</li> <li>• Promotion the industries as career paths for local residents.</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Global City</li> <li>• A Sustainable and Inclusive City – accessibility</li> </ul>	<p>Cultural Tourism</p>

## **SKILLS & CAREER DEVELOPMENT**

<b>Project:</b>	<b>Objectives supported:</b>	<b>Sectors:</b>
<p><b>Customer Service focused ESOL</b> Develop sector specific language skills training to support customer facing employees who speak English as a second language.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion the industries as career paths for local residents.</li> <li>• Skills &amp; training opportunities</li> </ul> <p>Mayor of London:</p>	<p>Cultural Tourism</p> <p>Hospitality</p>

	<ul style="list-style-type: none"> <li>• A Global City</li> <li>• A Sustainable and Inclusive City - accessibility</li> <li>• Professionalism at every level; access to employment</li> </ul>	
<p><b>Restaurant Training Schemes</b> LDA proposed use of area programme funding towards capital expenditures required to establish the Hackney Centre of Excellence at the Asian and Oriental School of Cooking (AOSC)</p> <p>Contingency funding to support qualified restaurant training schemes in Camden and/or Islington should there be a gap in provision of training for City Fringe residents through the Hackney COE programme.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Promotion of career paths for local residents.</li> <li>• Skills &amp; training opportunities</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• A Sustainable and Inclusive City - accessibility</li> <li>• Professionalism at every level; access to employment</li> </ul>	Hospitality

## **PLANNING FOR 2012**

<b>Project:</b>	<b>Objectives supported:</b>	<b>Sectors:</b>
<p><b>2012 prospects</b> Topical seminars to assist local businesses in planning for indirect benefits and opportunities resulting from the 2012 games.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Support for SMEs to take advantage of increased tourism</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• Industry Support &amp; Partnership; communication, coordination &amp; support</li> </ul>	<p>Cultural Tourism</p> <p>Hospitality</p>
<p><b>2012 information sharing</b> Support given to existing organisations that have the capacity to hold forums, networking events, speakers to keep local cultural tourism businesses updated on Olympic opportunities.</p>	<p>City Fringe VEIP:</p> <ul style="list-style-type: none"> <li>• Support for SMEs to take advantage of increased tourism</li> </ul> <p>Mayor of London:</p> <ul style="list-style-type: none"> <li>• Industry Support &amp; Partnership; communication</li> </ul>	<p>Cultural Tourism</p>

## **EVALUATION**

<b>Project:</b>	<b>Objectives supported:</b>	<b>Sectors:</b>
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### **Documenting Visitor Satisfaction**

Mystery shoppers w/ use of PDA units to collect data about visits to the CF - how visitors navigate, activities taken up, level of satisfaction, and their experience with regard to physical environment.

This survey will take place at programme commencement for baseline evidence and then again at the close of phase one of funding. Results of the survey will be shared with local businesses and borough partners.

## 12. ENVIRONMENTAL IMPACT

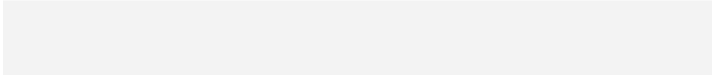
In response to projected increase in visitor footfall to the area, the VEIP seeks to reduce vehicle congestion by promoting pedestrian way finding with the use of through themed/micro-destination maps & guided tours. The VEIP also seeks to use printed marketing materials to attract local residents to take part in the visitor experience within their own community. Results of the visitor experience research will provide useful insight and documentation of the inbound tourists' impressions of the area's physical environment. Results of this study will be shared with borough partners to inform their strategies for improvement.

## 13. RISK ANALYSIS

Insufficient take-up/demand	The development of this programme of support has been business led at all stages and therefore reflects demand by the relative sectors. <b>Assessed as low risk</b>
Partners fail to deliver	The partners chosen for delivery of the projects will be required to have experience and proven track record in delivering business support and/or skills projects. Experience in delivering LDA funded projects will be considered favourable. CFIT monitoring systems will ensure that any delivery issues are flagged and dealt with prior to having impact on the overall programme. <b>Assessed as low risk</b>
Timetable slippage	Regular monitoring will ensure early identification of potential problems to allow time for mitigation. The work plan has sufficient time at the outset to identify and address potential problems. <b>Assessed as low risk</b>
Outputs/outcomes not achieved	Delivery partners will be given detailed project specifications outlining required outputs and expected outcomes. Monthly reports are required from delivery partners and quarterly review meetings will quickly identify any shortfalls in targets that will be rectified through remedial action. <b>Assessed as low risk</b>
Equality/sustainability targets not met	The CFP and partners have established equality and sustainability policies, which will be adopted by all partners involved in the overall management and delivery of the VEIP. Shortfall will be identified on a monthly basis and remedial action planned. <b>Assessed as low/medium risk</b>
Project overspend	The funding and budget forecast are based on the delivery partners' extensive experience. Issues will be flagged up through monthly financial monitoring and remedial action taken to minimise risk. <b>Assessed as low risk</b>

**APPENDICES:**

i. **Cultural Tourism CAG**



ii. **Hospitality CAG**

<b>Organisation:</b>	<b>Contributors:</b>
Bangle Kitchen	Hussain Ahmed, Owner/Manager
The Bleeding Heart	Robyn Wilson, Owner/Manager
Cantaloupe	Richard Bigg, General Manager
Fredericks	Matt Segal, General Manager
The Hoxton	David Taylor, General Manager
Asian and Oriental School of Catering	Damien Nolan
People 1st – Sector Skills Council	Gerry Brown
Wine and Spirit Education Trust	Nigel Littlewood
People 1st – Sector Skills Council	Gerry Brown
London Development Agency	Tanya Fletcher