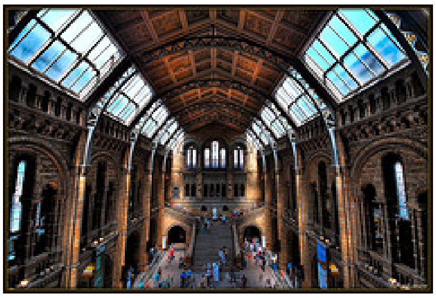
Study of the Visitor Economy





Final Report

Royal Borough of Kensington and Chelsea

acorn
Acorn Consulting Partnership Ltd
tourism development consultants

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EXECUTIVE SUMMARY

1. The visitor economy is somewhat larger than has previously been reported (by STEAM and LATI), and is estimated as generating £3.1 billion for the Borough, with shopping accounting for 48% (or £1.5bn) of all expenditure. UK day visitors account for 60% (or £1.4bn) of visitor expenditure, and are therefore the most important visitor group.

2. Shopping was the most significant expenditure item of visitors to the Borough, with an average spend per day varying between £86 (UK visitors) and £100 (overseas visitors). Average spend per person per night on accommodation was between £61 and £64, making the average spend per room between £110 and £122. This compares to an average spend per room in London of £128. Overall, the average spend per day (excluding accommodation) of visitors ranged from £137 for London residents to £185 for overseas residents.

3. Average room occupancy over the 12-month period to October 2008 was 76.8%, with hotels reporting an average room rate of £159. Additional spend per person per night on hotel extras (such as telephone, laundry, etc) was £31. Overall, the accommodation sector in the Borough was estimated as generating £731 million per annum from the visitor economy, employing 9,700 people. However, only 11% (or 1,100) of these are residents of the Borough.

4. The non-commercial accommodation sector (people staying with friends and relatives) is significant. A total of 2.4 million nights are spent by visitors in the homes of residents each year, accounting for 20% of total visitor nights.

5. Shopping is by some margin the main attraction for visitors to the Borough. Visiting museums/other attractions was the second most popular driver for visiting the Borough. Fashion/Boutique shops and Harrods were the most popular shopping venues, whilst the Natural History Museum, Science Museum, Victoria & Albert Museum and Kensington Palace accounted for the majority of visits to museums/attractions. As an additional activity (not a main reason for visiting), eating/drinking was almost as popular as shopping.

6. Businesses in the Borough estimate that visitors account for between 44% (restaurants) and 90% (hotels) of their customers, and almost half of all businesses agree that visitors spend more than residents. Almost all businesses surveyed would like to attract more visitors. However, almost one half stated that they had difficulty finding local employees with the right skills.

7. The majority of residents (75%) agree that the disadvantages of visitors are outweighed by their benefit to the local economy. Only 20% of residents wished that there were fewer visitors to the Borough. Visitors appear to affect the enjoyment of residents most on Kensington High Street/Kings Road, Portobello and Golborne Markets, and in the museums.

8. The Chelsea Flower Show and the Museums are enjoyed by most residents, although traffic congestion due to visitors is an issue. However, very few residents believe that they are positively affected economically by these events. They do, however, agree that they are good for the local economy. Therefore, there appears to be a lack of awareness that these events provide indirect benefits to residents. The Notting Hill Carnival generates more negative responses than positive ones, with crowded streets, traffic congestion and noise being the key issues.

9. Research into visitor strategies in Camden, Westminster and Greenwich showed that only Greenwich had a tourism strategy, being particularly proactive in relation to attracting visitors. The borough has a tourism department of four staff and runs a tourism information centre with six additional staff.

10. Clearly, the importance of visitors is recognised by both businesses and residents. However, better communication with residents with regards to the economic benefits of visitors could reduce any anti-visitor sentiments. Appropriate visitor management could help reduce conflicts with visitors, whilst increasing visitor expenditure. Without doubt, the absence of visitors would have a severe effect on the retail sector within the Borough. The establishment of a visitor-focussed website that would direct visitors to accommodation, attractions, shops, restaurants and other places of *specific interest* to them would help the Royal Borough to develop the visitor economy whilst maintaining an appealing place to live for its residents.

1. INTRODUCTION

The Royal Borough of Kensington and Chelsea (RBKC or "the Borough") needs robust data on its visitor economy in order to inform on future policy decisions, particularly in the areas of spatial and economic development, culture and tourism. The large numbers of visitors to the Borough generate significant income and employment, but also create conflicts with the needs of local residents.

The aim of this study was to provide up-to-date information on the importance to the local economy of its visitors, to ensure that future policy decisions incorporate a detailed understanding of the benefits and potential conflicts that large numbers of visitors bring to the Borough.

In order to undertake this work, four surveys were implemented: a visitor survey, a residents survey, an accommodation survey, and a business survey. These all enabled information to be collected on different aspects of the visitor economy to address the current and future role of visitors within Kensington and Chelsea's local economy, their relationship with residents, and the policies required to benefit both visitors and residents.

2. VISITOR AND TRIP CHARACTERSITICS

2.1 Visitor Survey Methodology

2.1.1 Survey Organisation

In order to better understand the profile of visitors to the Borough and their associated trip characteristics, a Visitor Survey was undertaken over the period Monday 24th November 2008 to Sunday 7th December 2008. The methodology used was an intercept survey, with interviewers stationed at 11 locations throughout the Borough, largely chosen as sites where there were known to be a high density of visitors. These were:

- Cromwell Road (near the museums)
- Earls Court
- Golborne Market
- Harrods
- Holland Park
- Kings Road
- Kensington High Street
- Kensington Palace
- Portobello Road
- Sloane Square
- Slone Street

One of the key difficulties undertaking a visitor survey in a small area is defining who are, and who are not, visitors to the area being assessed. Consequently a number of screening questions were asked of all persons intercepted for the survey. The following persons were excluded from the survey:

- All those owning a property within the Borough.
- All those living within the Borough.
- All those living within one mile of the place of interception (the rationale being that these people were within their "usual environment" and therefore not visitors).
- All those visiting the Borough at least once a week for leisure or work (these were considered to also be within their "usual environment" and therefore not visitors).

Another difficulty is being able to derive responses from a respondent that only relates to their activities within the defined area, in this case the Royal Borough of Kensington and Chelsea. To assist with this, a simplified map of the Borough was developed in order to orientate respondents, and assist them to determine what activities they participated in within its boundaries, as shown in Appendix A.

The aim of the survey was to complete interviews with around 1,200 bona fide visitors. Overall, over 7,000 persons were approached, and 1,135 completed interviews were achieved. A breakdown of the refusals is shown in Table 2.1 below.

Table 2.1 Visitor Survey Contacts

Category	Number
Total Approaches/Contacts (including interviews)	7,055
Made up of:	
Refused to stop	3,375
Refused after introduction	1,181
Language refusals	370
Screen failures	994
Interviews	1,135

Refusals due to the language barrier were a very small percentage (7.5%) of the total number of refusals, and only 5.2% of the total number of approaches/contacts made. Within the language refusals the most common languages were Italian, Spanish and French as shown in Table 2.2.

Table 2.2 Language Refusals

Language	Number
Italian	63
Spanish	54
French	48
Polish	37
German	23
Arabic	22
Russian	21
Chinese	17
Other	85

In total, there were 28 different languages mentioned on the language refusal cards.

Respondents were randomly selected by interviewers, with a quota system being used to ensure that broadly equal numbers of London residents, UK residents and overseas residents were surveyed. Within each of these sub-groups, there were no further quotas applied, implying that these groups are representative of the visitor population as a whole.

2.1.2 Content of Survey

The aim of the survey was to better understand the type of visitors who travel to the Borough, what they do when they are there, and how much they spend. However, as with all street-intercept surveys, it was important to keep the interview as short as possible, to ensure the respondent completed all questions and provided reliable answers. The scope of the survey covered:

- Place of residence (London, UK outside of London, or Overseas)
- Frequency of visiting the Borough
- Main purpose of visit
- Other activities undertaken (aside from the main one)
- Museums and attractions visited
- Types of shop visited
- Types of food and beverage outlets visited
- Type of transport used to travel to the Borough

- Type and location of accommodation used (if applicable)
- Reasons for selecting accommodation used
- Length of stay (for overnight visitors)
- Expenditure in accommodation, shopping, food and beverages, museums and attractions, events, and other activities
- Best and worst experiences about the visit
- Likelihood of recommending the Borough to friends/family

The survey form used by the interview team is shown in Appendix B.

2.2 Trip Characteristics

2.2.1 Frequency of Visit

London Visitors

Residents of London are most likely to visit the Borough at least once a month (51% of all respondents). They are also considerably less likely to be on their first visit (8% of all respondents).

UK Visitors

Residents of the UK were almost three times less likely to visit the Borough at least once a month than London residents. A third (33%) visited 1-2 times a year. It was the first visit to the Borough for 13% of UK residents surveyed.

Overseas Visitors

Approaching one half (42%) of all overseas visitors had not been to the Borough before. With a further 26% visiting less often than once a year. Clearly this group is characterised by first time and highly irregular visitors.

Table 2.3 Visitor Frequency of Visit

Base: All Respondents			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
1-2 times a month or more	51	18	4
5-6 times a year	8	10	3
3-4 times a year	12	12	6
1-2 times a year	12	33	19
Less often	8	15	26
This is my first visit	8	13	42

Figure 2.1 Visitor Frequency of Visit

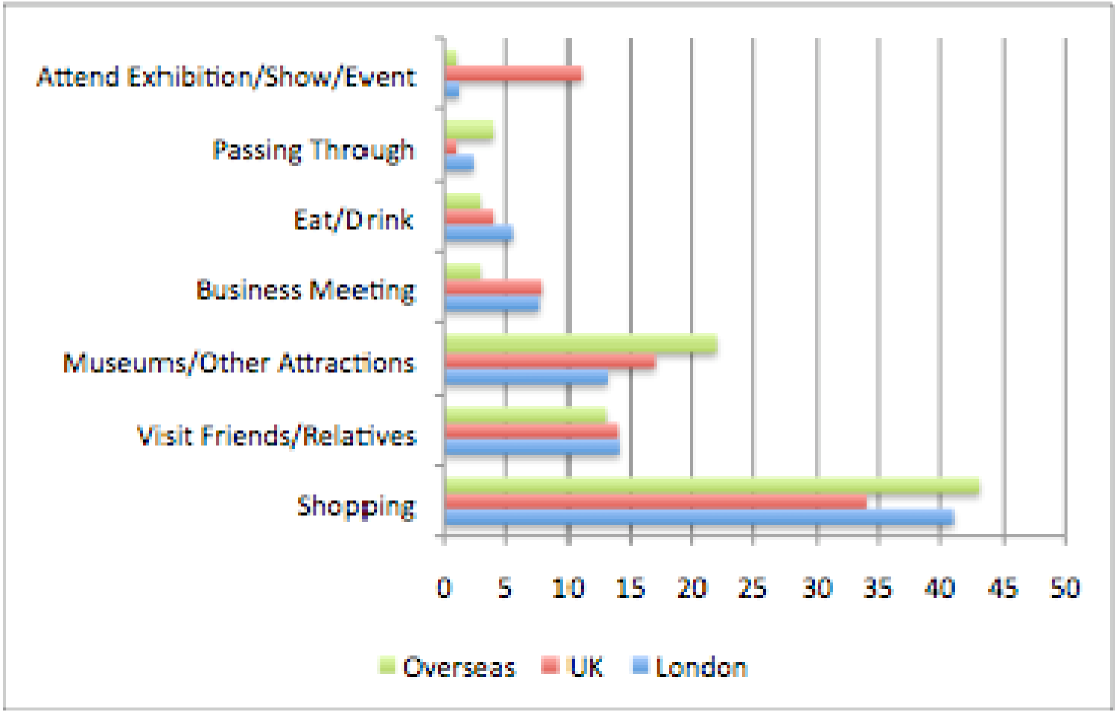
2.2.2 Main Purpose of Visit

London Visitors Shopping is most significant main purpose of visit (41%), with 14% visiting friends and relatives. Visiting museums and other attractions were the main purpose of visit for 13% of all London visitors.
UK Visitors Whilst shopping was the main purpose of visit for UK residents (34%), it was less popular than for London residents. Whilst attending an exhibition/show/event was the 4th most popular main purpose of visit after museums/other attractions and visiting friends/relatives, it was more significant (11%) for UK residents than for London over overseas visitors.
Overseas Visitors Shopping was the main purpose of visit for 43% of all overseas visitors, which was three percentage points above that recorded for London residents. Overseas visitors have the highest propensity of all groups to visit museums/other attractions (22%). Visiting friends/relatives was also quite significant for this group at 13%.

Table 2.4 Main Purpose of Visit

Base: All Respondents			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Shopping	41	34	43
Visit Friends/Relatives	14	14	13
Museums/Other Attractions	13	17	22
Business Meeting	8	8	3
Eat/Drink	6	4	3
Passing Through	2	1	4
Attend Exhibition/Show/Event	1	11	1
Hospital/Medical Centre	1	1	-
Other	14	9	9

Figure 2.2 Main Purpose of Visit



2.2.3 Activities Undertaken

London Visitors

When considering all activities undertaken in the Borough, almost two thirds (62%) of London residents shopped, with almost one half eating/drinking during their visit. Overall, London residents were less likely to participate in multi-activities when in the Borough – put simply, they do less than UK and overseas visitors.

UK Visitors

For UK visitors, eating/drinking was as important an activity as shopping (both 64%) – therefore making eating and drinking more important for these visitors than all other types of visitor. One quarter (25%) visited museums/other attractions.

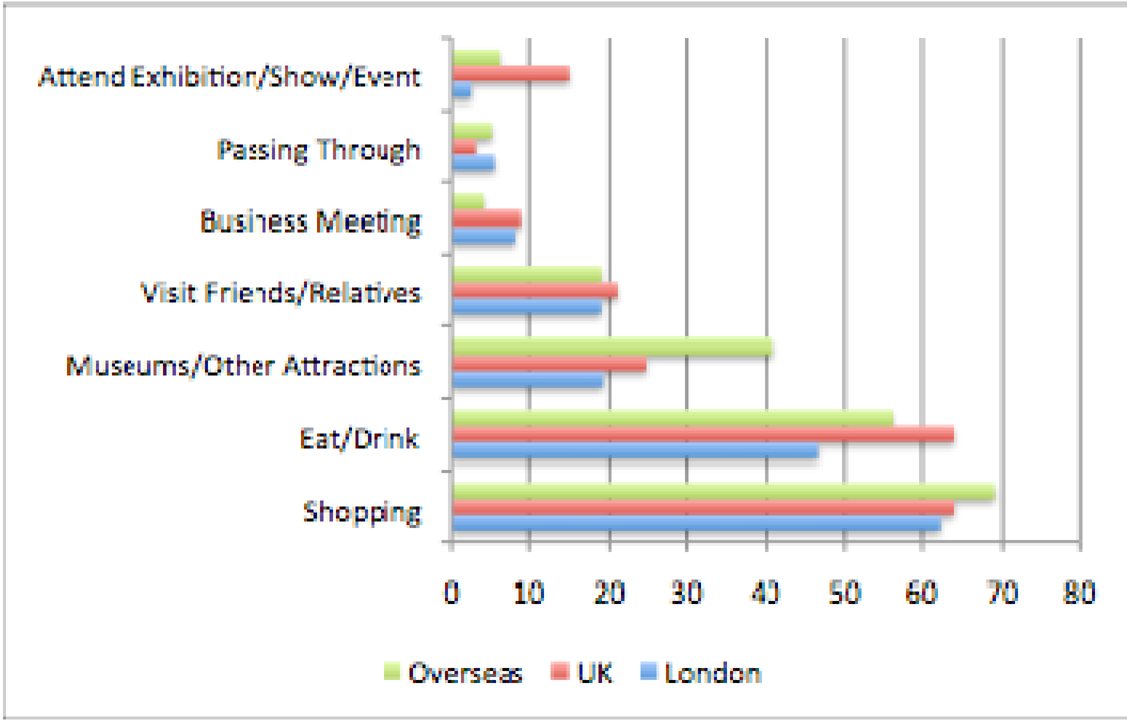
Overseas Visitors

Overseas visitors are more likely to shop than any other group (69%) whilst in the Borough. A further 56% went eating or drinking, which is less than UK visitors (64%), but higher than London resident visitors (47%).

Table 2.5 Activities Undertaken During Visit

Base: All Respondents			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Shopping	62	64	69
Eat/Drink	47	64	56
Museums/Other Attractions	19	25	41
Visit Friends/Relatives	19	21	19
Business Meeting	8	9	4
Passing Through	5	3	5
Attend Exhibition/Show/Event	2	15	6
Hospital/Medical Centre	1	1	1
Other	17	11	15

Figure 2.3 Activities Undertaken During Visit



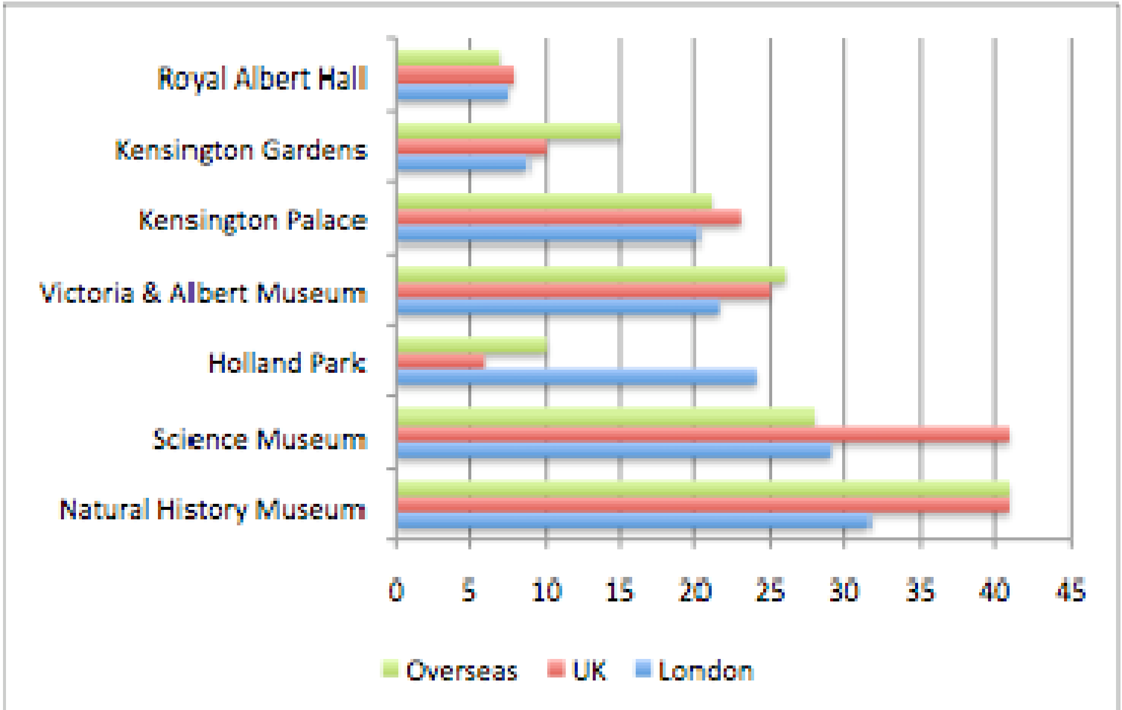
2.2.4 Museums/Other Attractions

London Visitors Compared to all other types of visitors (UK and overseas), when visiting museums or other attractions, London residents were less likely to go to more than one attraction. Holland Park was a more popular attraction for London residents than other types of visitor.
UK Visitors UK visitors were equally likely to visit the Natural History Museum and Science Museum (both 41%), thereby making both these museums more popular with this group than overseas visitors.
Overseas Visitors The Natural History Museum was the most popular (41%) with overseas visitors. The other two high-profile museums (Science and V&A) were the next two most popular attractions.

Table 2.6 Museums and Attractions Visited

Base: All Respondents Visiting Museums/Attractions			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Natural History Museum	32	41	41
Science Museum	29	41	28
Holland Park	24	6	10
Victoria & Albert Museum	22	25	26
Kensington Palace	20	23	21
Kensington Gardens	9	10	15
Royal Albert Hall	8	8	7
Saatchi Gallery	6	-	3
National Army Museum	4	6	5
Leighton House Museum	1	1	-
Royal Hospital Museum	1	1	2
Stamford Bridge	1	1	2
Chelsea Physic Garden	-	-	1
Carlyle's House	-	-	1
Ice House Gallery	-	-	1
Other	4	8	13

Figure 2.4 Museums and Attractions Visited



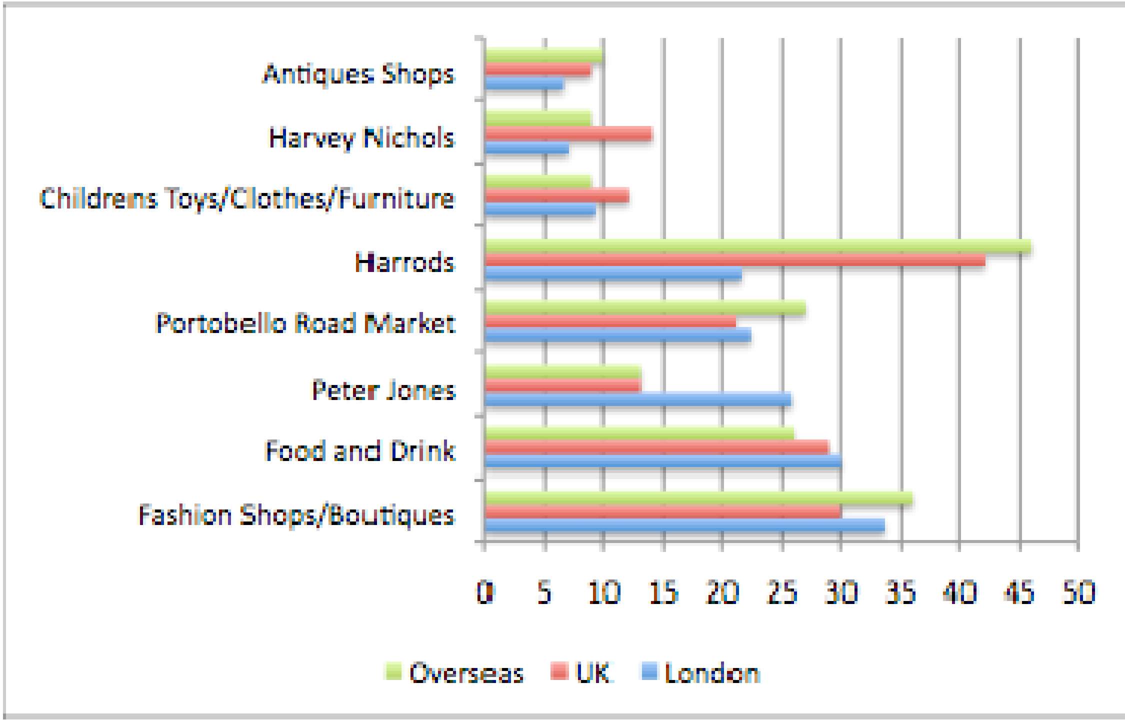
2.2.5 Shopping

London Visitors London residents were less likely to visit Harrods (21%) than all other types of visitor. Of those who went shopping, this group was more likely to visit fashion shops/boutiques (34%) and food and drink shops (30%). Overall, they were less likely to visit multiple types of shop.
UK Visitors Harrods was by far the most popular shopping venue for UK visitors who went shopping (42%). As with London residents, fashion shops/boutiques and food and drink outlets were the next most popular (30% and 29% respectively).
Overseas Visitors Harrods was visited by 42% of all overseas visitors who went shopping – higher than for any other group.

Table 2.7 Shops and Types of Shop Visited

Base: All Respondents Visiting Shops			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Fashion Shops/Boutiques	34	30	36
Food and Drink	30	29	26
Peter Jones	26	13	13
Portobello Road Market	22	21	27
Harrods	21	42	46
Childrens Toys/Clothes/Furniture	9	12	9
Harvey Nichols	7	14	9
Antiques Shops	7	9	10
Vintage Clothes	6	5	5
Furniture/Household Stores	6	1	4
Other	16	15	13
Don't Know	5	4	6

Figure 2.5 Shops and Types of Shop Visited



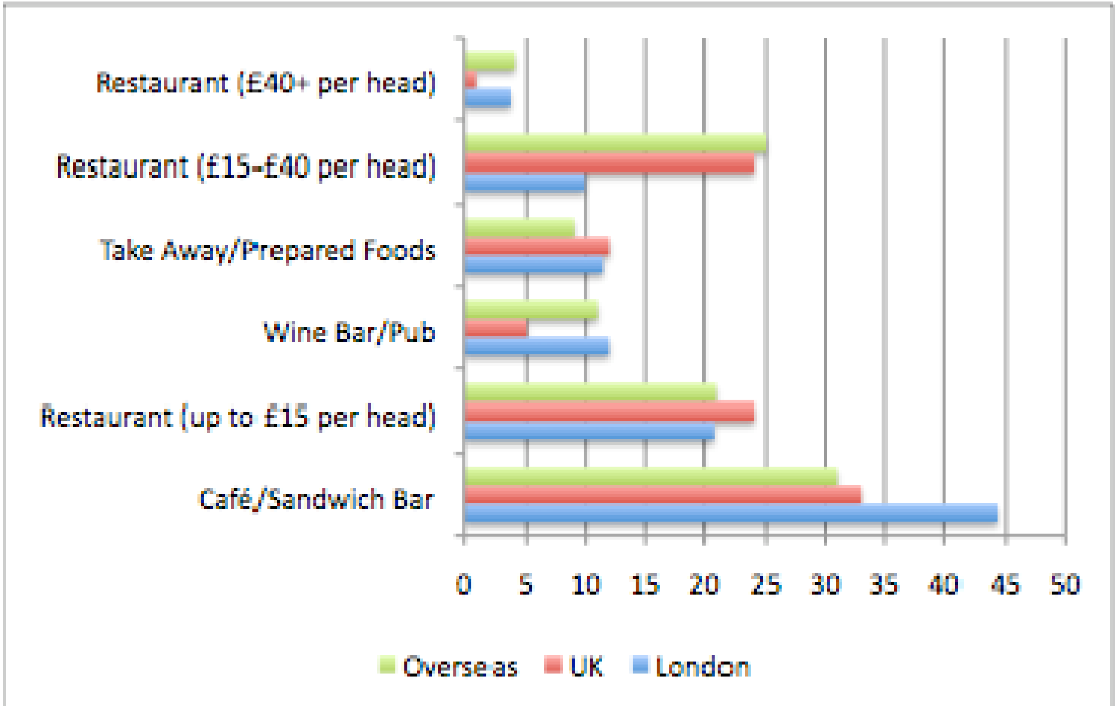
2.2.6 Food and Beverages

London Visitors Compared with all other types of visitor, London residents tended to visit less expensive food/beverage outlets. They were more likely to visit a café/sandwich bar (44%), and considerably less likely to visits a restaurant in the £15-£40 per head range.
UK Visitors UK visitors were equally likely to eat at a £15-£40 per head restaurant as a £15 per head restaurant (both 24%), with one third (33%) eating in a café/sandwich bar. This indicates that this group a prepared to spend more on food than London visitors in general.
Overseas Visitors Although café/sandwich bars were the most popular type of food/beverage outlet for overseas visitors (31%), they were less popular than for all the other groups. One quarter (25%) favoured restaurants in the £15-£40 per head range – higher than for any other group.

Table 2.8 Food and Beverage Outlets Visited

Base: All Respondents Visiting Food/Beverage Outlets			
	London	UK	Overseas
	%	%	%
	100	100	100
Café/Sandwich Bar	44	33	31
Restaurant (up to £15 per head)	21	24	21
Wine Bar/Pub	12	5	11
Take Away/Prepared Foods	11	12	9
Restaurant (£15-£40 per head)	10	24	25
Restaurant (£40+ per head)	4	1	4
Don't Know	3	6	8

Figure 2.6 Food and Beverage Outlets Visited



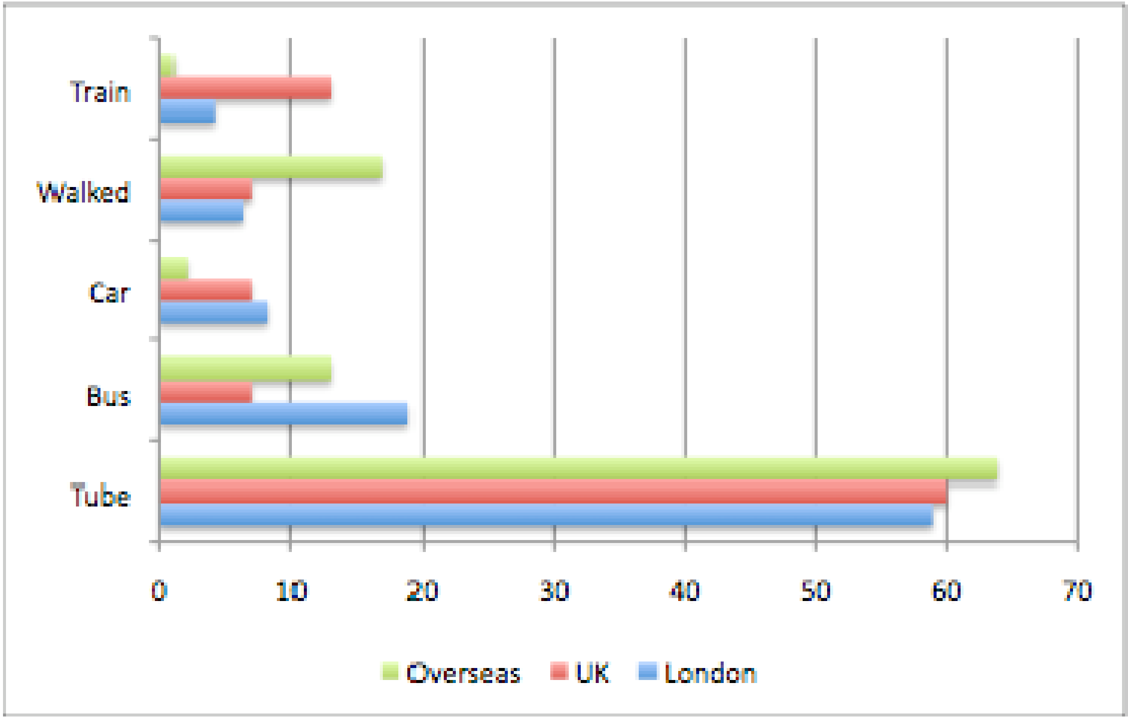
2.2.7 Mode of Transport

London Visitors Whilst 59% of London residents travelled to the Borough by tube, they were more likely to travel by bus (19%) than all other types of visitor.
UK Visitors UK visitors were largely similar to other types of visitor with their use of the tube (60%), however 13% arrived by train, making them the most significant users of this type of transport.
Overseas Visitors Overseas visitors were more likely to travel to the Borough by tube than any other type of visitor (64%). They also had the highest propensity to walk (17%).

Table 2.9 Mode of Transport to the Borough

Base: All Respondents			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Tube	59	60	64
Bus	19	7	13
Car	8	7	2
Walked	6	7	17
Train	4	13	1
Taxi	2	5	3
Bicycle	1	-	-
Coach	-	2	-

Figure 2.7 Mode of Transport to the Borough



2.2.8 Overnight Visitors

London Visitors Only a very small sample (2%) of London residents stayed overnight in London (too small to undertake any analysis).
UK Visitors 38% of UK residents stayed overnight in London, and of these, just less than one half (45%) stayed in Kensington and Chelsea. Of the UK overnight visitors to London, 60% stayed in hotels, and 32% with friends and relatives. Aside from those staying with friends and relatives, location (21%) and good value for money (18%) were the most significant reasons for choosing the place of accommodation. The average length of stay for UK visitors was 2.4 nights, with accommodation establishments achieving a room density factor (average number of persons per room) of 1.8.

Overseas Visitors

92% of all overseas visitors stayed the night in London, considerably higher than UK visitors. Of these, exactly one half (50%) stayed in the Borough.

Of the overseas visitors staying in London, a remarkably high 31% (almost one third) stayed with friends/family, with 54% staying in hotels. As with all visitors, location (27%), and value for money (12%) were the most common criteria for choosing accommodation (other than staying with friends and family).

The average length of stay for overseas visitors was 7.7 nights, considerably longer than for UK visitors, with accommodation establishments achieving a room density factor (average number of persons per room) of 1.9.

Table 2.10 Visitors Staying Overnight in London

Base: All Respondents	London	UK	Overseas
	%	%	%
	100	100	100
Yes	2	38	92
No	95	62	8
Don't Know	3	-	-

Table 2.11 Visitors Staying Overnight in Kensington and Chelsea

Base: All Respondents Staying in London Overnight			
	London	UK	Overseas
	%	%	%
	100	100	100
Stayed in Kensington & Chelsea	-	45	50
Stayed in another Borough	-	55	50

Table 2.12 Type of Accommodation: Visitors Staying Overnight in London

Base: All Respondents Staying in London Overnight			
	London	UK	Overseas
	%	%	%
		100	100
Hotel	-	60	54
Friends/Relatives	-	32	31
Apartment	-	-	8
B&B/Guest House	-	5	4
Hostel	-	2	2

Table 2.13 Reason for Choosing Accommodation

Base: All Respondents Staying in London Overnight			
	London	**UK**	**Overseas**
	%	**%**	**%**
		100	100
Friend/Relative House	-	33	31
Location	-	21	27
Good Value for Money	-	18	12
Special Offer	-	9	3
Cheap	-	7	11
Someone else Booked Hotel	-	6	8
Booked as part of a Package	-	4	6
Recommended	-	4	4
Quality	-	4	3

2.2.9 Expenditure

London Visitors

Whilst it is not possible to undertake any analysis of overnight spend (due to the small sample size), day visitors to the Borough from London spend an average of £137 per day.

UK Visitors

The average spend per person per night in the Borough was £61. The average spend per room was £109.80. The average room rate for all rooms in London is £128.

Shopping was the most significant single element of expenditure, with the average spend per person per day being £86 (compared with Food/Drink £19, Museums/Attractions £10, Exhibitions/Shows/Events £26, and Other £14).

Therefore, the average expenditure per day for day-visitors was £155, and for overnight visitors was £216.

Overseas Visitors

The average spend per person per night in the Borough was £64. The average spend per room was around £122. The average room rate for all rooms in London is £128.

Shopping was the most significant single element of expenditure, with the average spend per person per day being £100 (compared with Food/Drink £23, Museums/Attractions £15, Exhibitions/Shows/Events £26, and Other £46).

Therefore, the average expenditure per day for day-visitors was £185, and for overnight visitors was £249.

Table 2.14 Accommodation Expenditure and Length of Stay

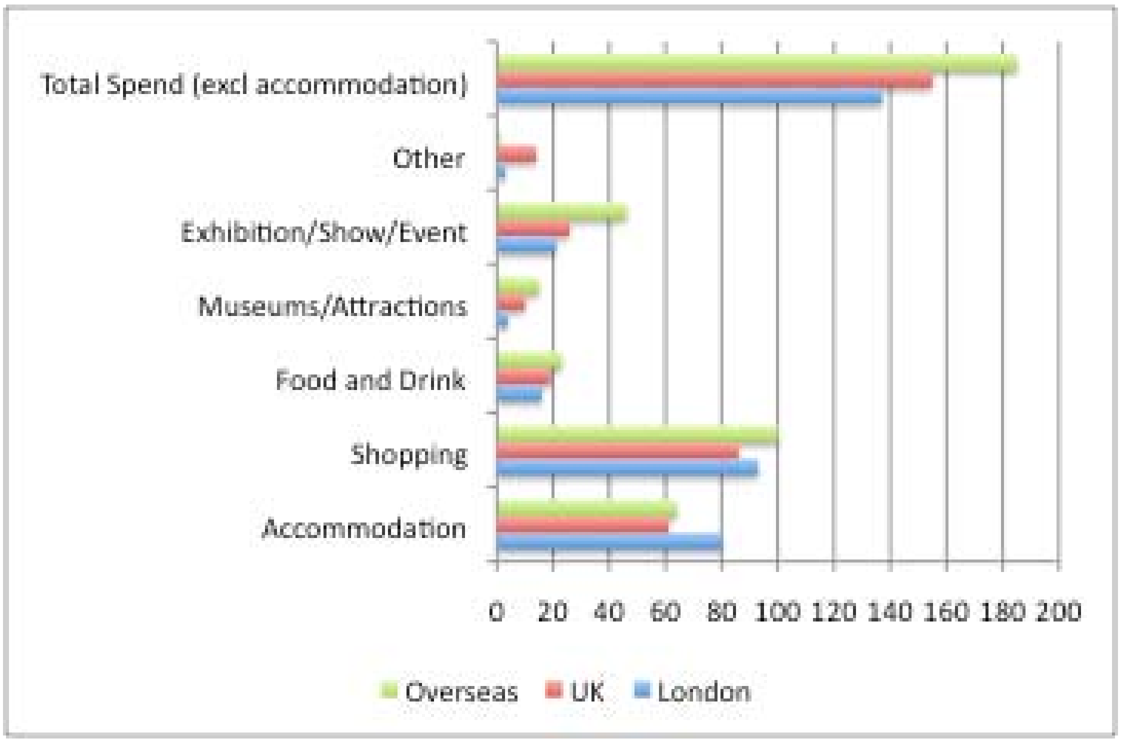
Base: All Respondents			
	London Average	**UK Average**	**Overseas Average**
Average length of stay (nights)	-	2.4	7.7
Average Pax/Room	-	1.8	1.9
Average Spend/Person/Night (£)	-	61.00	64.00
Average Spend/Room/Night (£)	-	109.80	121.60

Table 2.15 Visitor Expenditure by Item

Base: All Respondents			
	London	**UK**	**Overseas**
	£	**£**	**£**
Shopping	93	86	100
Food and Drink	16	19	23
Museums/Attractions	4	10	15
Exhibition/Show/Event	21	26	46
Other	3	14	1
Total Spend (day visitors)	**137**	**155**	**185**
Total Spend (overnight visitors)*	217	216	249

Note: * includes accommodation

Figure 2.8 Visitor Expenditure by Item



2.2.10 Likes, Dislikes and Satisfaction

London Visitors

Almost one third of all London residents visiting the Borough stated the shops as being the thing they liked best. 61% of stated London residents that they were "very likely" to recommend the area to friends/family.

UK Visitors

UK residents broadly agree with London visitors regarding their likes and dislikes of the Borough. 60% stated that they were "very likely" to recommend the area to friends/family.

Overseas Visitors

Just over one quarter (26%) of all overseas visitors stated that they liked the shops and thought that the Borough was a "nice area of London to visit", broadly similar to all other types of visitor. Similarly, almost one half (48%) stated that they disliked nothing about the Borough.

Satisfaction levels were very high, with 76% stating that they were "very likely" to recommend the area to friends/family. This is higher than for any other group.

Table 2.16 What Visitors Liked Best About the Borough

Base: All Respondents			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Shops	30	28	26
Nice Area of London to Visit	22	22	26
Parks	13	10	15
Restaurants	12	12	11
Portobello Road Market	12	9	10
Historical Buildings	10	14	15
Museums	8	9	9
Peter Jones	7	5	3
Harrods	7	15	14
Fashion Shops/Boutiques	7	6	7
Transport	5	8	8
Science Museum	5	7	5
Victoria & Albert Museum	5	3	6
Holland Park	4	3	-
Natural History Museum	4	5	6
Kensington Palace	4	3	7
Antiques Shops	4	5	4
Kensington Gardens	3	3	5
Exhibitions/Shows/Events	3	7	-

Figure 2.9 What Visitors Liked Best About the Borough

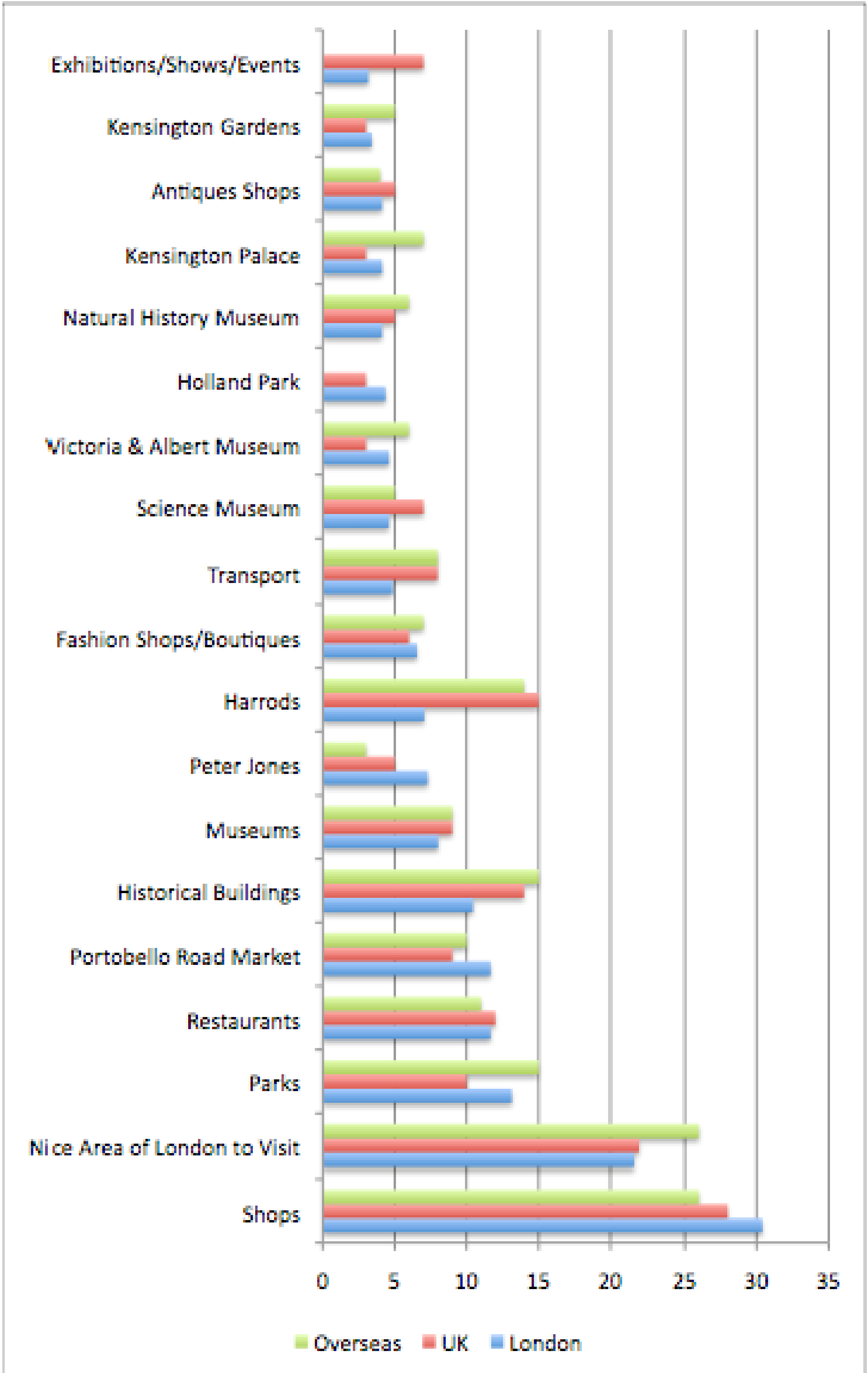


Table 2.17 What Visitors Liked Least About the Borough

Base: All Respondents			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Nothing	45	51	48
Expensive (General)	8	6	11
Expensive Shops	8	4	7
Crowded (General)	7	12	4
Crowded Transport	7	7	-
Crowded Shops	4	6	4
Poor Transport	4	-	-
Expensive Restaurants	3	-	-

Figure 2.10 What Visitors Liked Least About the Borough

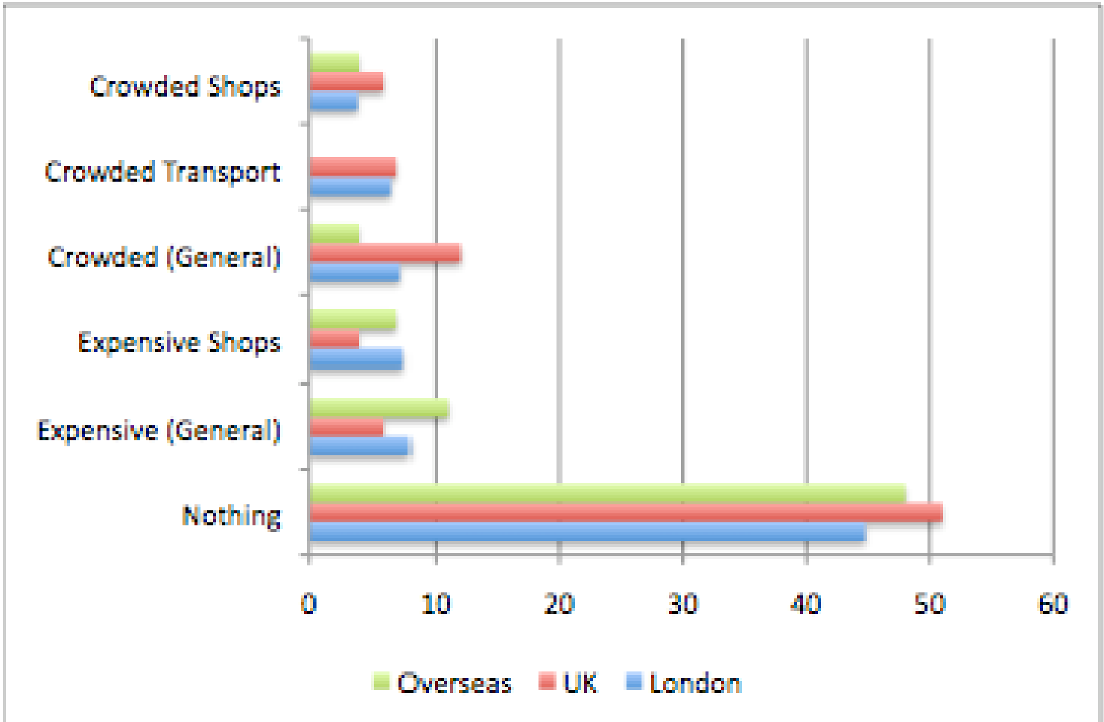
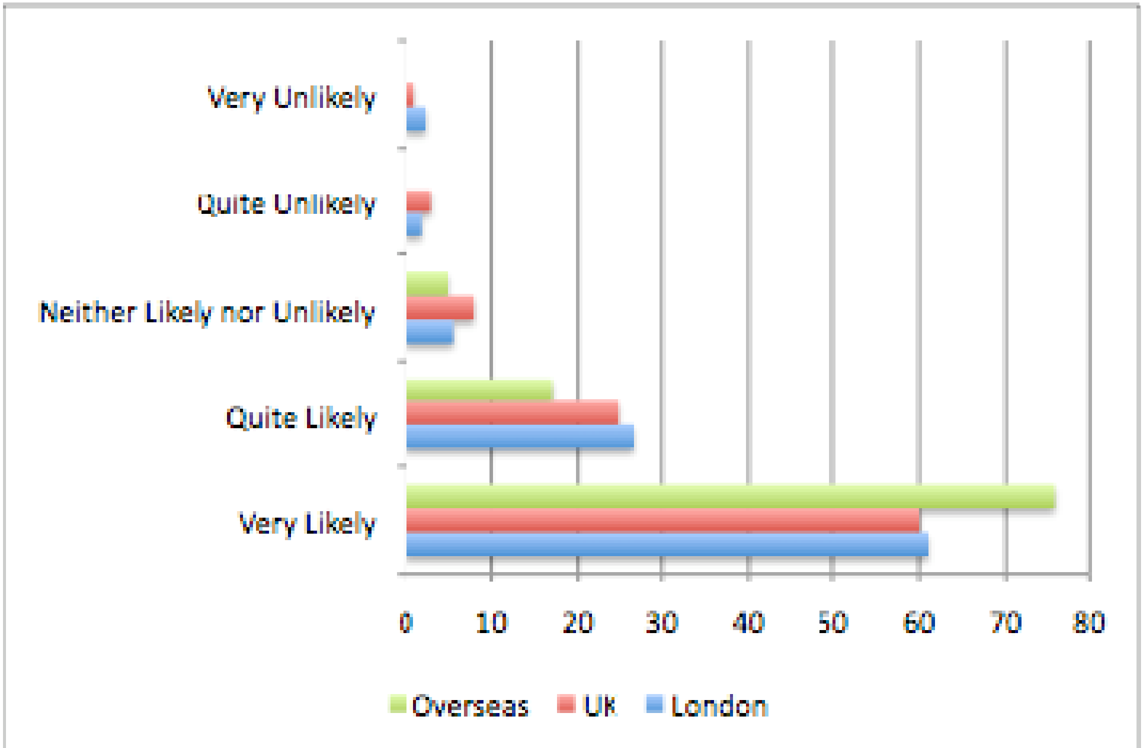


Table 2.18 Likelihood to Recommend the Area to Friends/Family

Base: All Respondents			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Very Likely	61	60	76
Quite Likely	27	25	17
Neither Likely nor Unlikely	6	8	5
Quite Unlikely	2	3	0
Very Unlikely	2	1	0
Don't Know	2	2	2

Figure 2.11 Likelihood to Recommend the Area to Friends/Family



2.3 Visitor Characteristics

2.3.1 Place of Residence

London Residents

The survey recorded visitors to Kensington and Chelsea residing in 31 different London boroughs. 20% of all visitors were from the neighbouring boroughs of Hammersmith & Fulham and Westminster.

Table 2.19 Borough of Residence of London Visitors

Base: All London Residents	
	%
	100
Hammersmith & Fulham	11
Westminster	9
Wandsworth	8
Lambeth	6
Islington	6
Camden	5
Ealing	5
Richmond upon Thames	5
Other	45

UK Residents

Visitors from outside of London were recorded as residing in 39 different UK counties. Kent and Sussex both recorded 8% of all visitors, with Surrey recording 7%. Outside of the Home Counties, Yorkshire generated the most visitors (6%).

Table 2.20 County of Residence of UK (non-London) Visitors

Base: All UK (non-London) Residents	
	%
	100
Kent	8
Sussex	8
Surrey	7
Yorkshire	6
Essex	6
Hampshire	6
Other	58

Overseas Residents

Visitors from overseas were recorded as residing in 32 different countries, with the USA generating 11% of all arrivals, Spain 8%, and Italy and Australia each 7%.

Table 2.21 Country of Residence of Overseas Visitors

Base: All Overseas Residents	
	%
	100
USA	11
Spain	8
Italy	7
Australia	7
France	6
Germany	6
Holland	4
Irish Republic	3
Canada	3
Other	45

2.3.2 Age Profile

The age profile of London visitors shows that almost one third (32%) are in the 25-34 age group, and one half (50%) are 18-34 years. This represents a relatively young visitor profile.

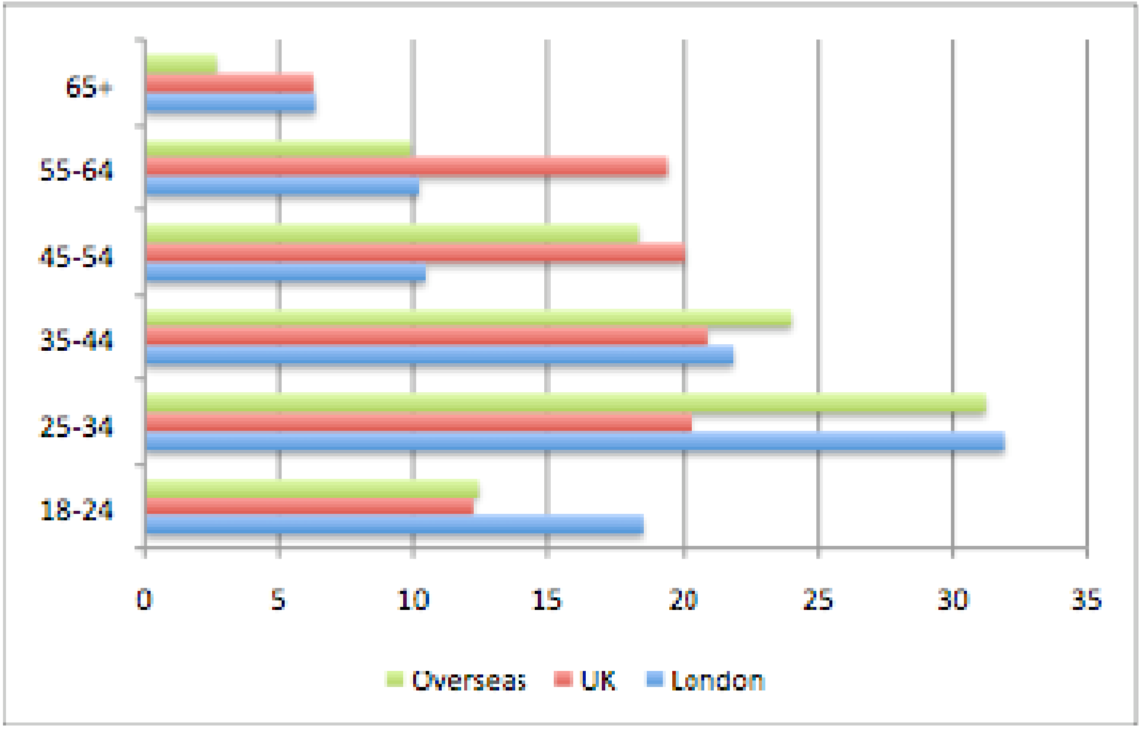
The age profile of UK visitors is slightly older than those visiting from other London boroughs. There is roughly an equal split of visitors from each of the 25-34, 35-44, 45-54, and 55-64 age groups.

Whilst having a younger profile than UK visitors, those from Overseas are older than those residing in London, with 43% being between 19 and 34 years.

Table 2.22 Age and Gender Profile of Visitors

Base: All Respondents			
	London	**UK**	**Overseas**
	%	**%**	**%**
	100	100	100
Male	48	52	51
Female	52	48	49
18-24	18	12	12
25-34	32	20	31
35-44	22	21	24
45-54	10	20	18
55-64	10	19	10
65+	6	6	3
Not Stated	1	1	1

Figure 2.12 Age and Gender Profile of Visitors



The full findings of the Visitor Survey are presented in Appendix C.

3. ACCOMMODATION UTILISATION

3.1 Introduction

The aim of the Hotel Survey was to understand the utilisation of hotel rooms within the Borough, and also to determine the level of local employment generated by the accommodation sector. The survey also aimed to find average spend per room and average spend on additional items such as food/drink, telephone, laundry, etc.

Based on data available, there are around 95 hotels[1] within the Borough, providing over 11,000 rooms. A summary of the serviced accommodation sector in the Borough is show in Table 3.1 below.

Table 3.1 Serviced Accommodation in Kensington & Chelsea

Accommodation Type	Units	Rooms
Hotels	95	11,471
Bed & Breakfast	79	2,069
Hostels	17	643
Serviced Apartments	41	n/a

Being the largest and most significant element of the accommodation sector, this survey focussed on hotels only.

3.2 Survey Methodology

The Hotel Survey was established as an online survey, whereby 40 accommodation establishments within the Borough were contacted and provided with a web link that directed them to the questionnaire (see Appendix D). The aim was to collect 25 responses from the 40 hotels contacted, and this was achieved over a period of three weeks in November 2008.

In order to draw as representative a sample as possible from the 95 hotels in the Borough, they were segmented into four "size" groups, as shown below in Table 3.2. The sample was then drawn from this. Table 3.2 shows the responding hotels and the size groups that each belonged to. This methodology was used instead of segmenting by grade, due to the inconsistent nature of grading schemes in the UK.

[1] The term "hotel" is used broadly in some publications, and therefore 191 hotels in the Borough have been reported elsewhere. Table 3.1 shows 189 hotels, B&B and hostels; this is comparable with the wider definition of hotels used in some publications.

Table 3.2 Accommodation Survey Sample

Hotel Name	Size (rooms)
Hilton London Olympia	150+
Jumeirah Carlton Tower	150+
K&K Hotel George	150+
Millennium Knightsbridge	150+
Rembrandt Hotel Ltd	150+
Royal Garden Hotel Limited	150+
The Holiday Inn Kensington	150+
Baglioni Hotel	61-150
Best Western Burns Hotel	61-150
The Bentley Kempinski	61-150
Kensington Plaza Hotel	61-150
Sloane Square Hotel	61-150
Best Western The Cromwell Hotel	31-60
Blakes Hotel	31-60
Capital Hotel	31-60
Draycott Hotel	31-60
Kensington House Hotel	31-60
Montana Hotel	31-60
The Cranley	31-60
The Milestone Hotel	31-60
Fifty Four Boutique Hotel	10-30
Guesthouse West	10-30
James Hotel	10-30
Oakley Hotel	10-30
Sydney House Chelsea	10-30

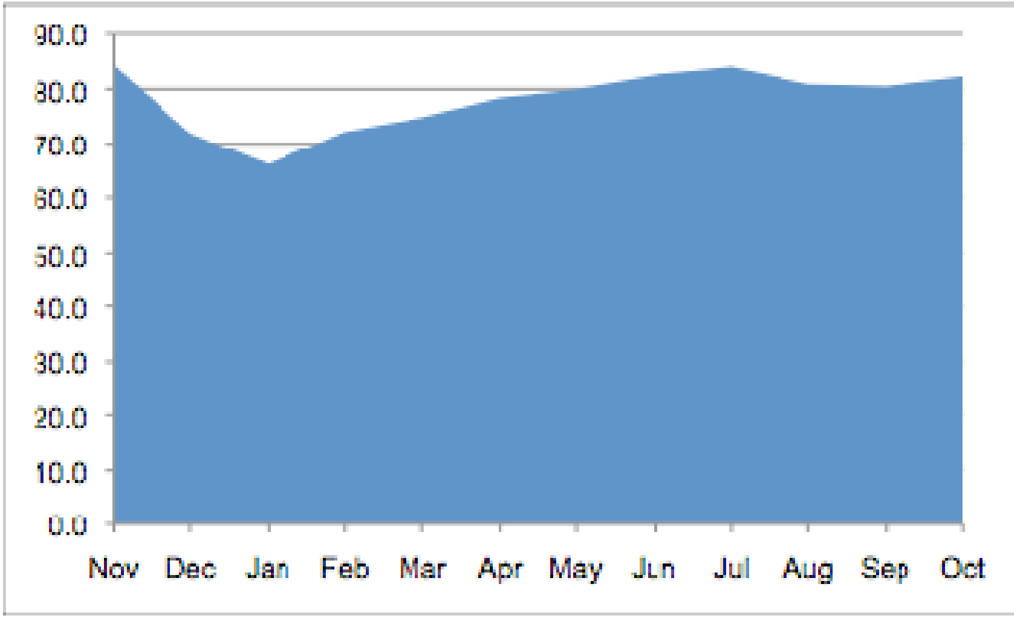
3.3 Hotel Performance

The survey found that the hotels achieved an average room rate of 76.8% over the 12-month period from November 2007 to October 2008. Seasonality was relatively undistinguished, with the peak months in June and July, and the trough in January, as shown in Table 3.3 and Figure 3.1 below.

Table 3.3 Hotel Room Occupancy Rate (%): Nov 2007 to Oct 2008

Month	Room Occupancy Rate (%)
November 2007	84.3
December 2007	71.9
January 2008	66.2
February 2008	72.2
March 2008	74.8
April 2008	78.4
May 2008	80.0
June 2008	82.5
July 2008	84.0
August 2008	80.9
September 2008	80.5
October 2008	82.3
Total	76.8

Figure 3.1 Hotel Room Occupancy Rate (%): Nov 2007 to Oct 2008



3.4 Revenue

3.4.1 Unit Spend

The average room rate of the responding hotels was found to be £159. This is £37 per night more than the £122 per night that the Visitor Survey indicates as being spent[2]. The difference is largely due to the Visitor Survey data, which includes B&B and hostel accommodation; consequently this lowers the average spend per room.

It was found that an additional spend per room per night of £31.00 was incurred by guests staying at hotels in the Borough. Based on an average room density factor (number of persons per room) of 1.9, this disaggregates to a spend of £16.32 per person per night on hotel "extras".

3.4.2 Demand vs Supply Calculation

Estimates of total spend on accommodation in the Borough can be made from both the supply and demand side.

Supply Side

Based on the findings of the Hotel Survey, it is known that:

- Average annual room occupancy rate is 76.8%
- Average revenue per room is £159
- Average revenue per room on additional items is £31
- Total hotel rooms is 11,471

Therefore it can be calculated that annual visitor spend on hotel accommodation is £611 million. Assuming that a further 15% can be added to this for other forms of

[2] Overseas visitor spend per room

accommodation (mainly bed and breakfast, and apartments), a total spend on all accommodation of £703 million can be estimated.

Demand Side

Based on the findings of the LATI model and the Visitor Survey, it is known that:

- 76% of all visitors staying overnight in the Borough stayed in commercial accommodation (the remainder stayed with friends and relatives)
- UK overnight visitors totalled 0.8 million, staying on average 2.4 nights
- Overseas overnight visitors totalled 1.3 million, staying on average 7.7 nights
- Average spend per night on accommodation was £61 for UK visitors and £64 for overseas visitors

Therefore it can be calculated that annual visitor spend on accommodation totalled £759 million.

Reconciling both the supply and demand sides leads to between £703 million and £759 million spent annually on accommodation in the Borough by visitors. An average £731 million can be assumed.

3.5 Employment

The survey showed that **each hotel room in the Borough generates 0.71 full time jobs**. Based on a total of 13,540 hotel and bed and breakfast rooms, it can be estimated that over 9,700 jobs are created by the hotel sector.

The Annual Business Enquiry (2003) indicated that hotels and restaurants in the Borough employ 18,650 people, or 16% of the Borough's total employment at that time. This figure would appear to correlate with that generated by the Hotel Survey, with around one half of all hotel and restaurant employees estimated to be working in the accommodation sector.

Only **11.3% of all hotel employees (or around 1,100)** were found to live in the Borough. This can be considered as being relatively low as it represents only 1.5% of Kensington and Chelsea resident employment (75,571 based on 2001 Census).

3.6 Non-Commercial Accommodation

In addition to visitors staying in commercial accommodation, there are also a significant number of visitors staying with friends and family. The Residents Survey showed that on average, each household in the Borough hosts 29.8 visiting person nights per annum.

Based on the census figure of 86,083 households in the Borough, a total of **2.6 million** VFR (Visiting Friends and Relatives) nights are taken in Kensington and Chelsea at non-commercial accommodation each year. This represents approximately 20% of all visitor nights in the Borough, and underlines the importance of this segment of the market.

4. BUSINESS PERFORMANCE

4.1 Introduction

The impact of visitors in an area is difficult to measure and assess because they generally use the same facilities as residents, although to varying degrees depending on the type of facility. Typically, accommodation establishments predominantly service visitors, whilst restaurants have a more even balance between residents and visitors.

Undertaking a survey of business establishments is the most direct way to assess the impact of visitors on their operations, and also to assess their levels of confidence regarding the visitor economy, which is continually changing.

4.2 Survey Methodology

A Business Survey was undertaken by selecting a broad range of businesses in the Borough that trade with both visitors and residents to varying degrees. Based on a long list of businesses, a sample of 100 was drawn; these were contacted by letter and email, directing them to an online survey (see Appendix E). A paper survey was also available to those businesses that preferred or could not respond online. Follow-up phone calls were made to many businesses to urge them to respond. In total 54 out of the sample of 100 responded as shown in Table 4.1.

Table 4.1 Respondents to the Business Survey by Type of Business

Business Type	Responses	%
Hotels	11	20
Bed and Breakfast	6	11
Restaurants	18	34
Attractions	5	9
Retail	14	26
Total	54	100

The survey was carried out during the months of November and December 2008.

4.3 Importance of Visitors

Businesses surveyed were asked to estimate the percentage of visitors within their customer base. A visitor was clearly defined as any person who lives outside of the Royal Borough of Kensington and Chelsea.

Overall, based on the sample, an estimated **63%** of customers were visitors, indicating that the visitor economy is of significance. The proportion of visitors within the customer base varied between the business types as shown in Table 4.2 below.

These figures are broadly typical of those measured in other economies when undertaking similar types of study. Accommodation generally achieves a 90% rate of visitor business (with locals dining at the facility accounting for most of the balance of 10%). Retail and food and beverage outlets generally achieve a 50% visitor rate, although it depends on where the business is located (higher if near to tourist attractions).

Table 4.2 Percentage of Visitors in Customer Base by Business Type

Business Type	% of Visitors
Hotels	90
Attractions	79
Bed and Breakfast	78
Retail	53
Restaurants	44
All	63

The rate of 78% for bed and breakfast accommodation is somewhat surprising, and would be expected to be around the same level as that achieved by hotels (90%). It is possible that some bed and breakfast establishments are being used for social housing purposes.

4.4 Spending Power of Visitors

Generally, businesses in the Borough assessed visitors as spending more than locals. Only 15% of respondents thought that they spent less, as shown in Table 4.3 below.

Table 4.3 Spending Power of Visitors by Business Type

Evaluation	% of Responses
Visitors spend more than locals	48
Visitors spend the same as locals	37
Visitors spend less than locals	15
Total	100

As might be expected, 96% of all businesses stated that they would like to attract more visitors.

4.5 Business Barometer

Overall, business confidence is currently relatively low. Businesses were asked to compare visitor numbers during the third quarter (July to September) 2008 with the same quarter in 2007. The findings are shown in Table 4.4 below.

Table 4.4 Visitor Numbers: Q3 2008 vs Q3 2007

Change in Visitor Numbers	% of Responses
Much Higher	2
Higher	17
No Change	33
Fewer	33
Much Fewer	15

Whilst 19% of responding businesses stated that visitor numbers had increased, nearly one half (48%) said they had decreased.

Those businesses that have experienced an increase in visitor numbers believe that the following factors are most significant (in order of importance):

- Better marketing/public relations/press
- More for visitors to do (such as additional facilities, opening hours)
- Offering good value for money in the current economic climate
- Increased visitors from the Middle East and Europe

Those businesses that have experienced a decrease in visitor numbers suggest the following actions might help their business to grow (in order of importance):

- More/better local advertising, public relations and marketing
- Better parking facilities
- Removal of the congestion zone
- Hosting of community events such as street fairs
- Utilise vacant shops, possibly by putting in galleries for showing art
- Better signage (brown signs)
- Lower business rates
- Improve South Kensington station
- Create opportunities for alfresco dining
- Generate more food and beverage choice by allowing more restaurants
- Improve security

Expectations for the next quarter (Q4: October to December 2008) were generally poor, with half of all businesses expecting business to be worse than in Q3, as shown in Table 4.5 below.

Table 4.5 Business Expectations for Q4 2008

Expectations Compared to Q3	% of Responses
Much Better	2
Better	20
No Change	28
Worse	46
Much Worse	4

The following **positive** factors were cited as affecting business performance over the next quarter (in order of importance):

- Christmas
- Euro and dollar exchange rates
- New exhibitions

The following **negative** factors were cited as affecting business performance over the next quarter (in order of importance):

- Credit crunch/recession
- Fewer UK and overseas visitors to the Borough
- Decrease in business/corporate bookings
- Too much repair work: roads and gas
- Poor public transport, especially at the weekends (people now spending more at the weekends)
- New Westfield Shopping Centre

4.6 Employment

Finding appropriate employees for businesses is clearly a constraint; with almost one half (48%) stating that they have difficulty finding local employees with the right skills.

The following solutions were proposed to address this issue:

- Affordable housing (suggested by 50% of those who responded), to help unskilled and semi-skilled workers.

- Promotion of suitable training initiatives (33% of all those who responded), covering skills such as catering, speaking English, and customer service.

5. RESIDENT BEHAVIOUR AND ATTITUDES

5.1 Residents Survey Methodology

The aim of the Residents Survey was to determine residents' attitudes towards visitors, as well as their level of use of the various amenities/attractions, and also the frequency to which friends and family stayed with them in the Borough.

This survey was undertaken using a telephone methodology, conducting 300 borough-wide interviews as a base. A booster sample of 100 extra interviews was undertaken in each of three special areas in order to measure any differences in the views of residents who live close to large events or attractions (these were defined as the Notting Hill Carnival, Chelsea Flower Show, and Museums: Natural History Museum, Science Museum, and V&A Museum).

Randomly generated telephone numbers were used to select respondents, based on their postcode area, and all respondents were asked to confirm their postcode prior to interview, to ensure the sample was drawn accurately across all areas, and that those interviews in the booster areas were correctly drawn.

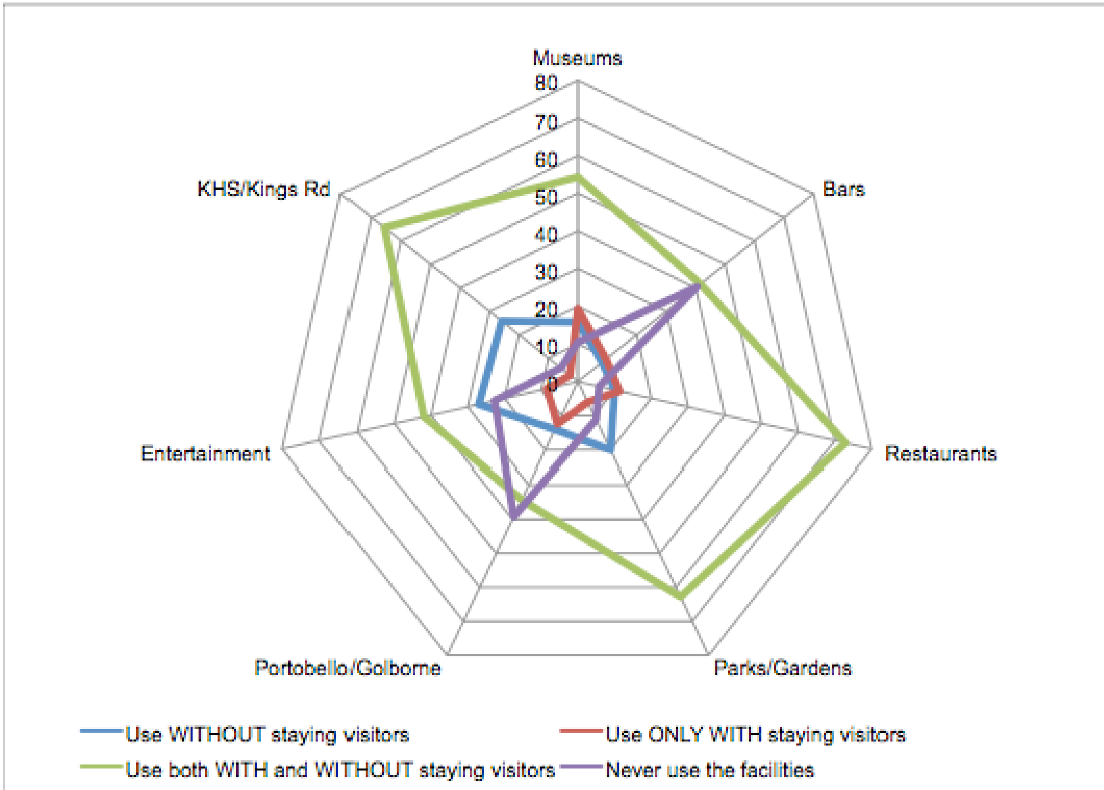
The survey was carried out between Wednesday 26th November and Sunday 7th December, and the interview script is shown in Appendix F.

5.2 Resident Utilisation of Local Facilities

5.2.1 Residents who have Friends/Family to Stay

Utilisation of local amenities and attractions by residents, both when accompanied by visitors and when alone, provides an insight into the importance of these to residents in the Borough. The survey showed that Restaurants (73%) and Kensington High Street/Kings Road (66%) were the most used by residents who have friends/family to stay (the green line in Figure 5.1 below). Bars were the least utilised of the seven amenities/attractions.

Figure 5.1 Use of Amenities and Attractions in the Borough
(All respondents who have friends/family to stay)



Broadly speaking, none of the amenities/attractions are utilised by a large proportion of residents only when they have visitors staying with them – with the museums scoring the highest (19%) – see the red line in Figure 5.1 above.

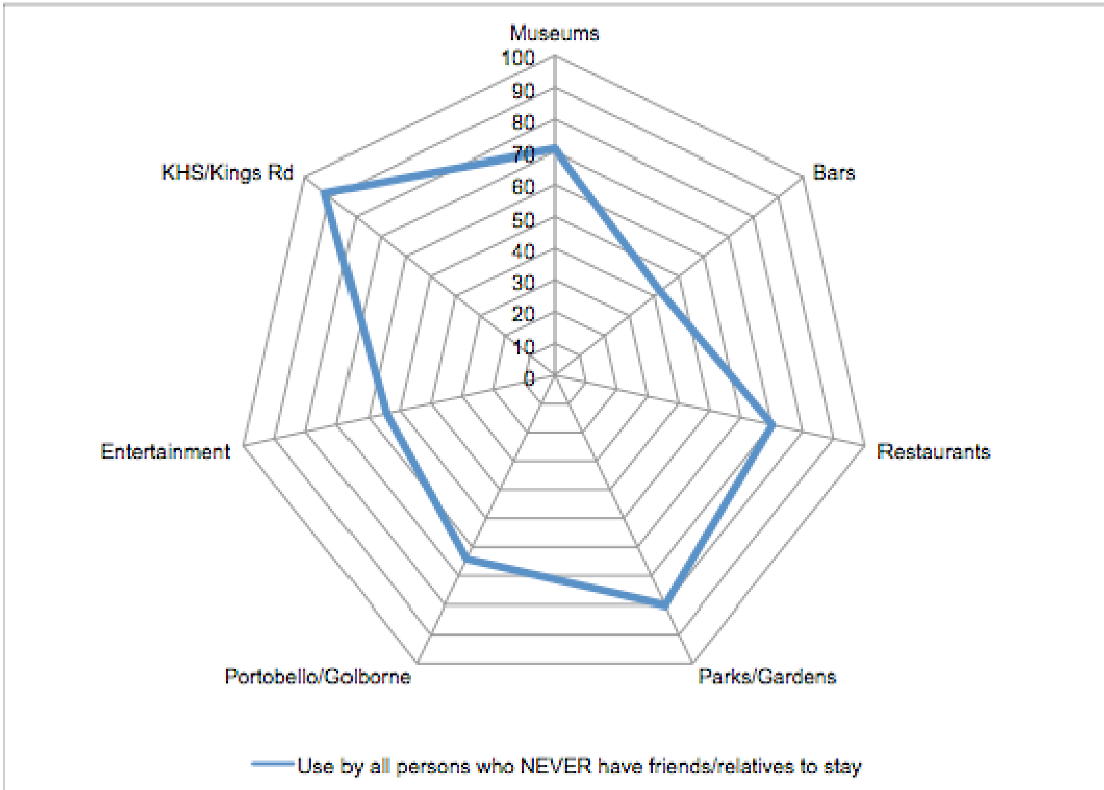
Of those attractions that are only used by residents when they don't have staying visitors (blue line), Entertainment venues and Kensington High Street/Kings Road were utilised by 27% and 26% respectively.

Bars and Portobello Road/Golborne Markets were the most used amenities/facilities by residents (41% and 39% respectively) who have friends/family to stay (purple line).

5.2.2 Residents who never have Friends/Family to Stay

When considering residents who never have friends/family to stay, Kensington High Street/Kings Road and Parks/Gardens were the most utilised amenities/attractions (92% and 80% respectively), as shown in Figure 5.2 below. Bars were the least utilised of the seven amenities/attractions (42%).

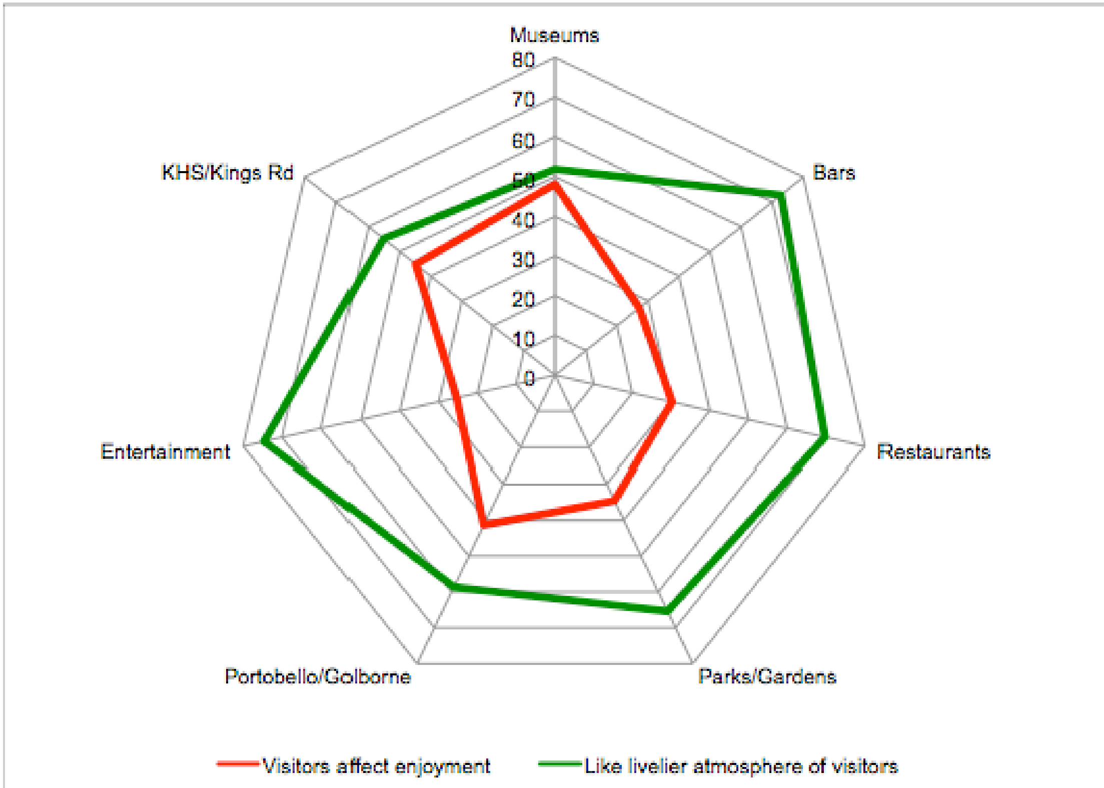
Figure 5.2 Use of Amenities and Attractions in the Borough
(All respondents who never have friends/family to stay)



5.3 Resident Attitudes Towards Visitors

All residents who used amenities/attractions in the Borough were asked whether visitors affected their enjoyment of these, or whether they liked the livelier atmosphere of the presence of visitors. The findings are shown in Figure 5.3 below.

Figure 5.3 Impacts of Visitors on Trips to Amenities and Attractions
(All respondents who used attractions)



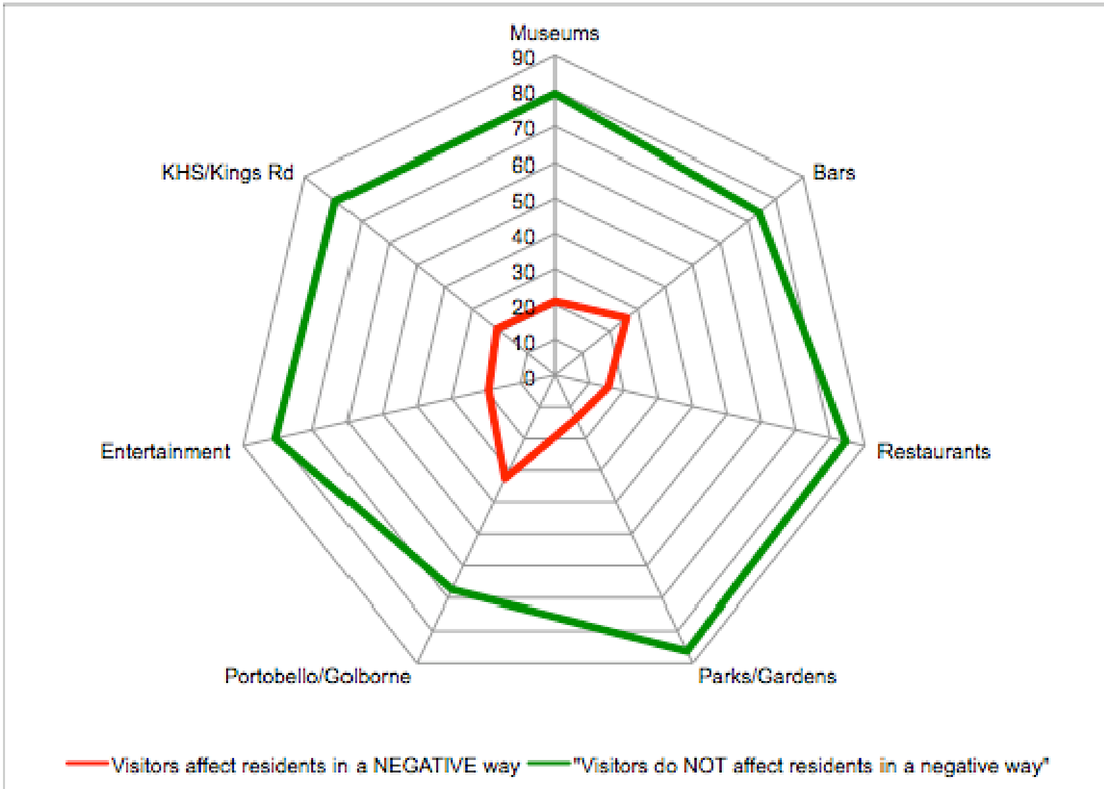
Greatest conflict appears to exist at the Museums and Kensington High Street/Kings Road where there is the greatest incidence of visitors affecting the enjoyment of residents. Least conflict exists at Entertainment venues, Bars and Restaurants where residents record the highest incidence of liking the livelier atmosphere created by visitors.

Overall, when considering all amenities/attractions, 63% of residents stated that they like the livelier atmosphere created by visitors, whilst 37% declared that visitors affected their enjoyment of these facilities.

Residents who do not use amenities/attractions were also asked whether visitors affect them in a negative way. The purpose of this was to determine whether amenities/attractions were not being used by residents due to the presence of visitors. The findings are shown in Figure 5.4 below.

Portobello Road and Golborne Markets (33%) and Bars (26%) generate the greatest incidence of residents believing that visitors would affect their enjoyment in a negative way. This perception appears to be confirmed with regards to the markets (see Figure 5.3). However, there is little evidence that those who use the bars are significantly affected by visitors.

Figure 5.4 Impacts of Visitors on Trips to Amenities and Attractions
(All respondents who had not used attractions)



Overall, when considering all amenities/attractions, 76% of residents who do not use these facilities felt that visitors would not affect them in a negative way, whilst 24% thought that they would.

5.4 Importance of Key Events and Attractions

All residents in the Borough were asked about their opinions regarding the Notting Hill Carnival, the Chelsea Flower Show, and the Museums (Natural History Museum, Science Museum, Victoria & Albert Museum). The results show that nearly all residents (99%) think that the museums are important for the Borough. In contrast, only 51% felt that the Notting Hill Carnival is important.

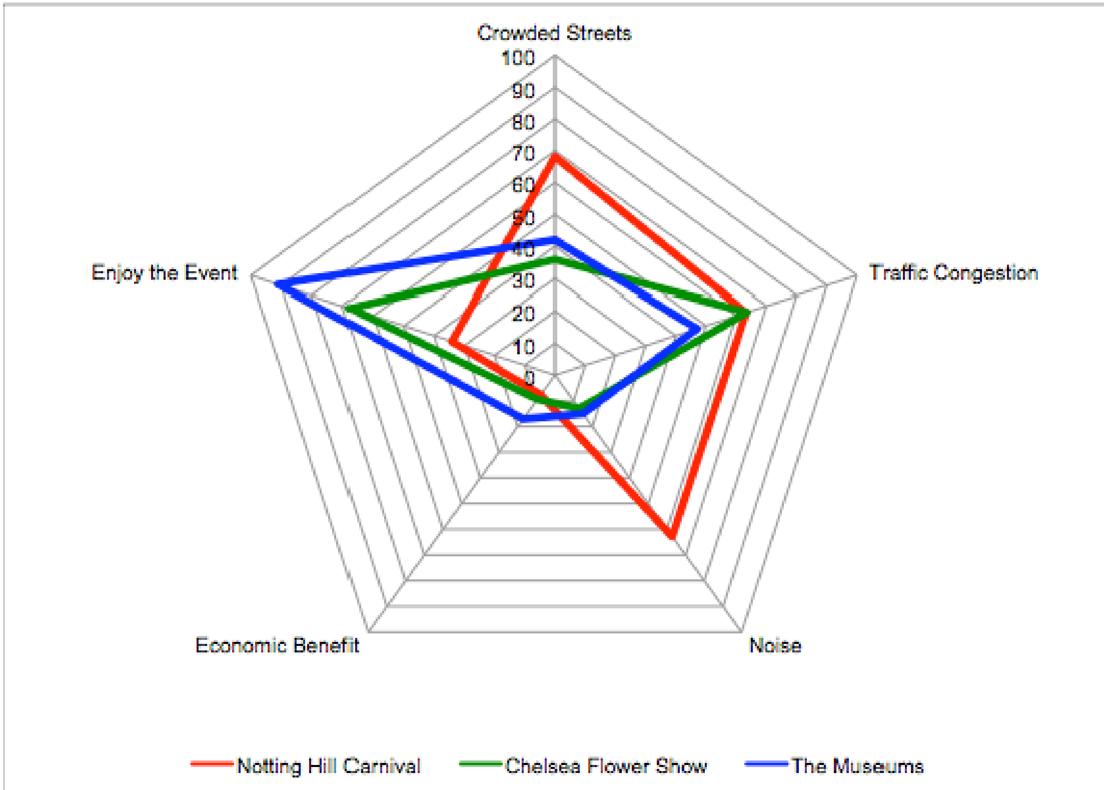
Table 5.1 Importance and Impact of Key Events/Attractions

	Important for the Borough	Affected in any way (+ve or –ve)
	%	*%*
Notting Hill Carnival	*51*	*37*
Chelsea Flower Show	*87*	*28*
The Museums	*99*	*19*

Residents are most affected by the Notting Hill Carnival: 37% of all residents stated that they are affected by the Carnival in some way (positive or negative), as shown in Table 5.1 above.

The effects (positive and negative) are shown in Figure 5.5 below, with the negative effects on the right hand side and the positive effects on the left hand side. It can clearly be seen that the Notting Hill Carnival (red line) lies to the right of the Figure, indicating that residents broadly believe that it generates negative impacts within the Borough.

Figure 5.5 Impact of Key Events/Attractions in the Borough
(All respondents who were affected – positive or negative)

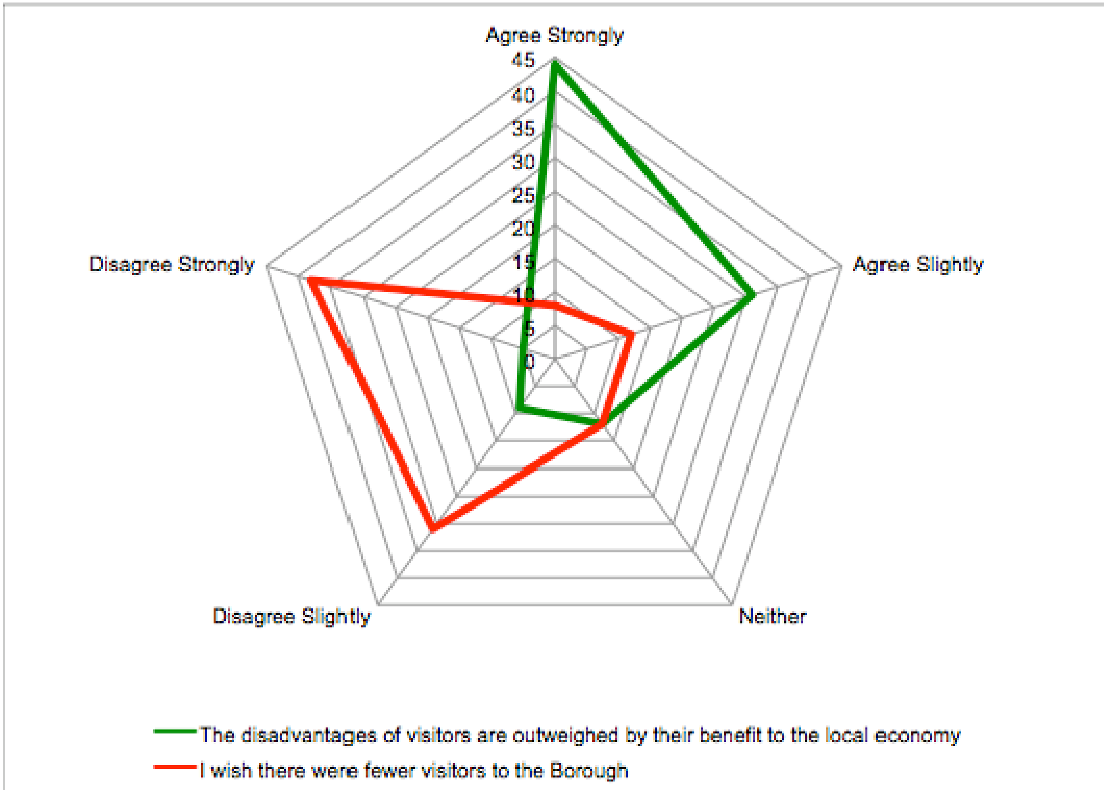


By contrast the Chelsea Flower Show (green) and the Museums (blue) are more positively perceived. Both events are enjoyed by a significant proportion of residents, although traffic congestion is thought to be of a similar level to that generated by the Notting Hill Carnival. The economic benefit of all three events/attractions is not perceived as being significant.

5.5 Overall Resident Attitudes Towards Visitors

Residents were asked whether they thought the disadvantages of visitors visiting the Borough were outweighed by their benefit to the local economy, or whether they wish there were fewer visitors to the Borough. The findings are shown in Figure 5.5 below.

Figure 5.5 Resident Attitudes towards Visitors



The Figure clearly shows that residents are very much in agreement with the visitor-positive statement (green), with 75% of residents strongly or slightly agreeing with this statement. By contrast, only 20% of residents strongly or slightly agree with the visitor-negative statement (wishing there were fewer visitors to the Borough).

5.6 Residential Area Analysis

5.6.1 All Three Special Areas

Analysis of resident attitudes towards visitors depending on where they are live was undertaken to determine whether those living in the areas of the Notting Hill Carnival, Chelsea Flower Show, and the Museums were affected by visitors to a greater extent. Residents in the Notting Hill Carnival area (W10 5, W11 1, W11 2) are shown in red, those in the Chelsea Flower Show area (SW3 3, SW3 4, SW3 5) are shown in green, and those in the Museum area (SW7 2, SW7 3, SW7 4, SW7 5) are shown in orange. The findings for residents in all areas of the Borough are shown in purple.

Figure 5.7 below shows that visitors **more** negatively affect residents in the three selected areas than all residents in general when they visit Kensington High Street/Kings Road, the Museums, and the Bars. The greatest negativity towards visitors in Kensington High Street/Kings Road and the Museums is from residents living near to the Museums.

Visitors to Portobello Road/Golborne markets and the Restaurants **less** negatively affect residents in the three selected areas than all residents in general.

Figure 5.7 Negative Impact on Residents' Enjoyment of Amenities/ Attractions by Visitors
(by residential area)

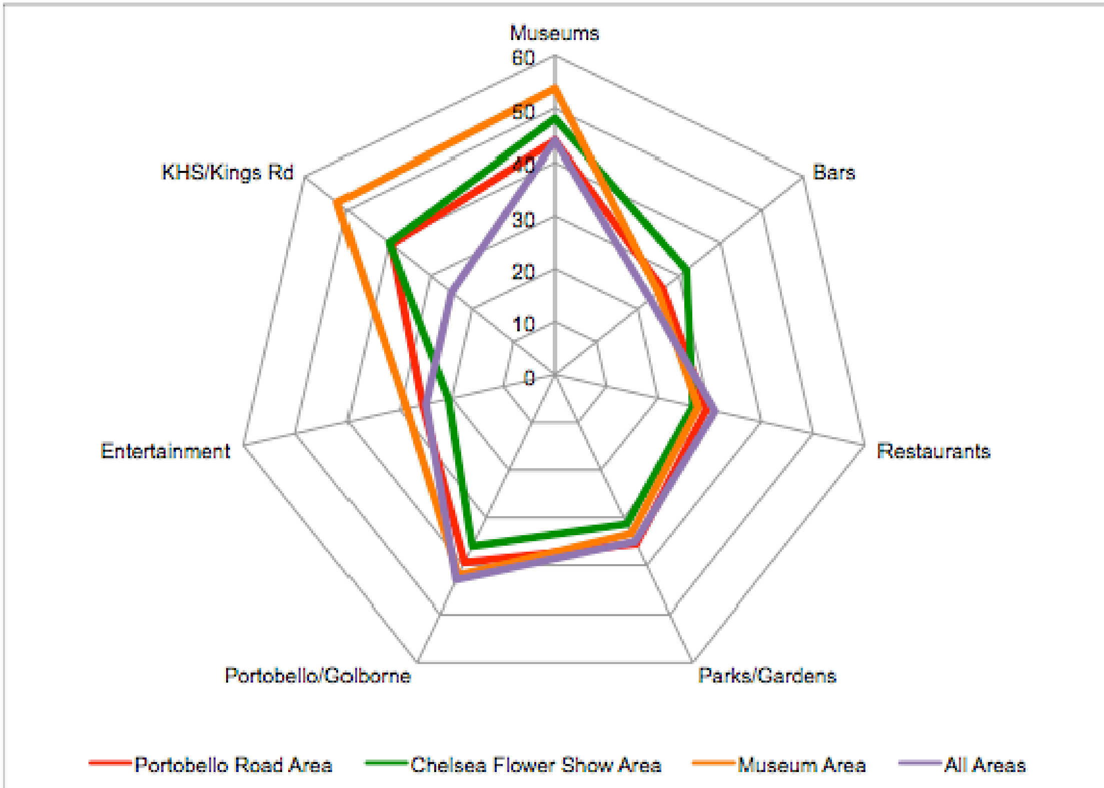


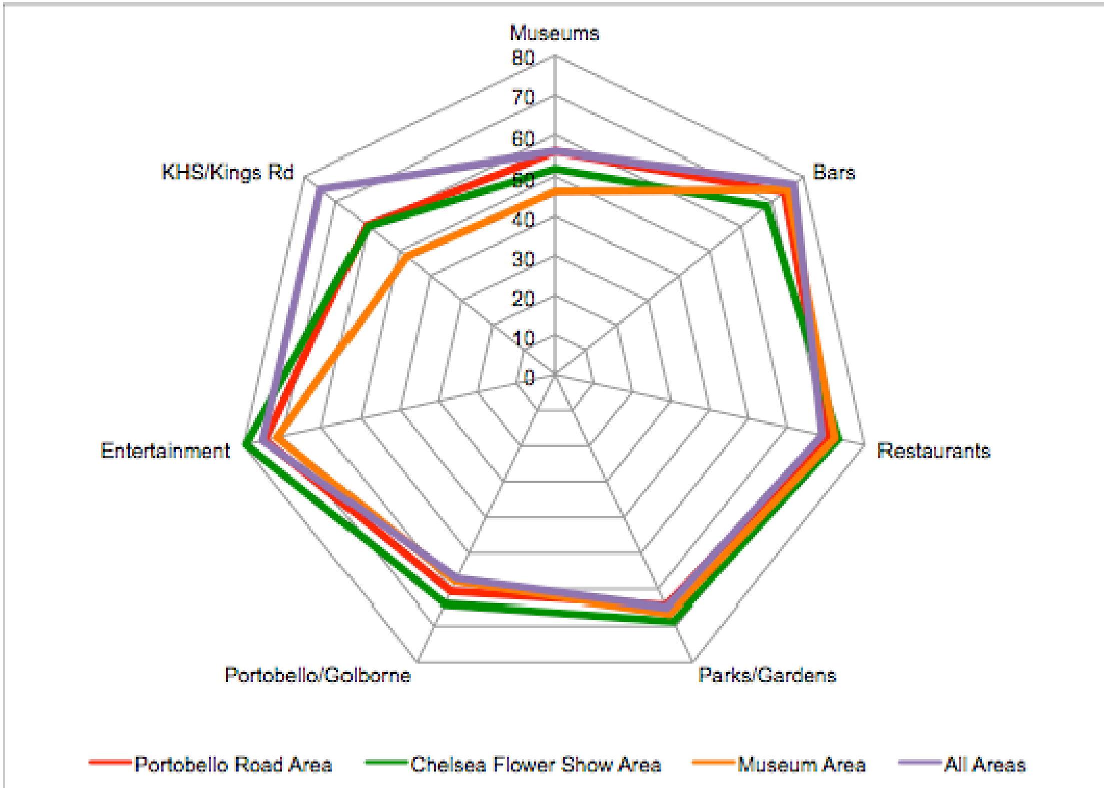
Figure 5.8 below shows that, broadly speaking, residents in the three selected areas are less likely to agree that visitors have a positive impact on the enjoyment of amenities/attractions than all residents in general (most of the lines lie within the purple line). This is particularly notable for Kensington High Street/Kings Road.

However, there are some exceptions. Compared to all residents in general, there is a consensus that visitors create a positive impact at entertainment venues by residents living near the Chelsea Flower Show site (Royal Hospital).

Similarly, those living in the areas of the Chelsea Flower Show and the Notting Hill Carnival are more positive about visitors in the Portobello Road/Golborne Market areas than residents in general.

Residents in all three selected areas are more positive about visitors in Restaurants than all residents in general.

Figure 5.8 Positive Impact on Residents' Enjoyment of Amenities/ Attractions by Visitors
(by residential area)



5.6.2 Notting Hill Carnival

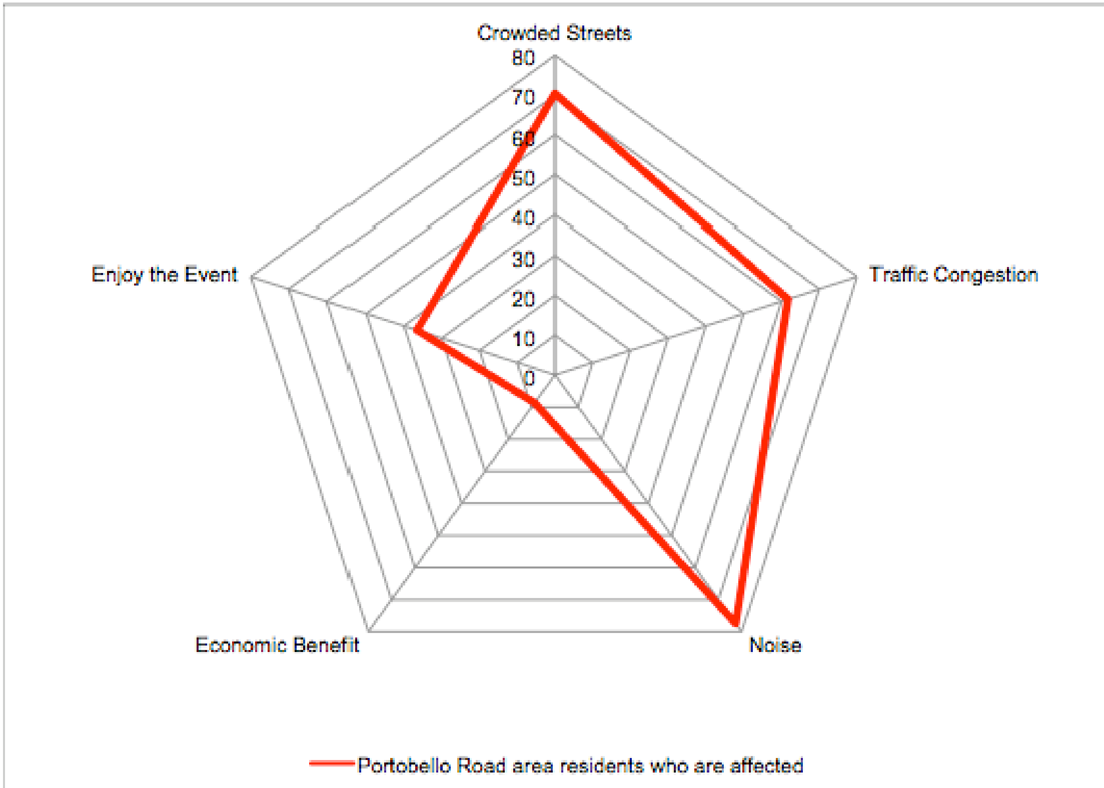
Of those residents living in the area around the site of the Notting Hill Carnival, 56% of residents think that it is an important event for the Borough (compared to 51% for all residents in the Borough). A large proportion of these residents (81%) state that they are affected by the Carnival in some way (this may be positive or negative). This compares to 37% of all residents in the Borough stating that they are affected.

Table 5.2 Importance and Impact of the Key Events/Attractions

Residents living in the Notting Hill Carnival area	Important for the Borough	Affected in any way (+ve or –ve)
	%	*%*
Notting Hill Carnival	*56*	*81*
Chelsea Flower Show	*84*	*11*
The Museums	*96*	*9*

Figure 5.9 shows how residents in the area are most affected by the event. Noise, crowded streets and traffic congestion (the three negative effects) all scored highly. Only 37% of residents said that they enjoyed the event, and only 9% believed that it generated an economic benefit for the area.

Figure 5.9 Impact on Notting Hill Carnival area Residents by the Carnival



5.6.3 Chelsea Flower Show

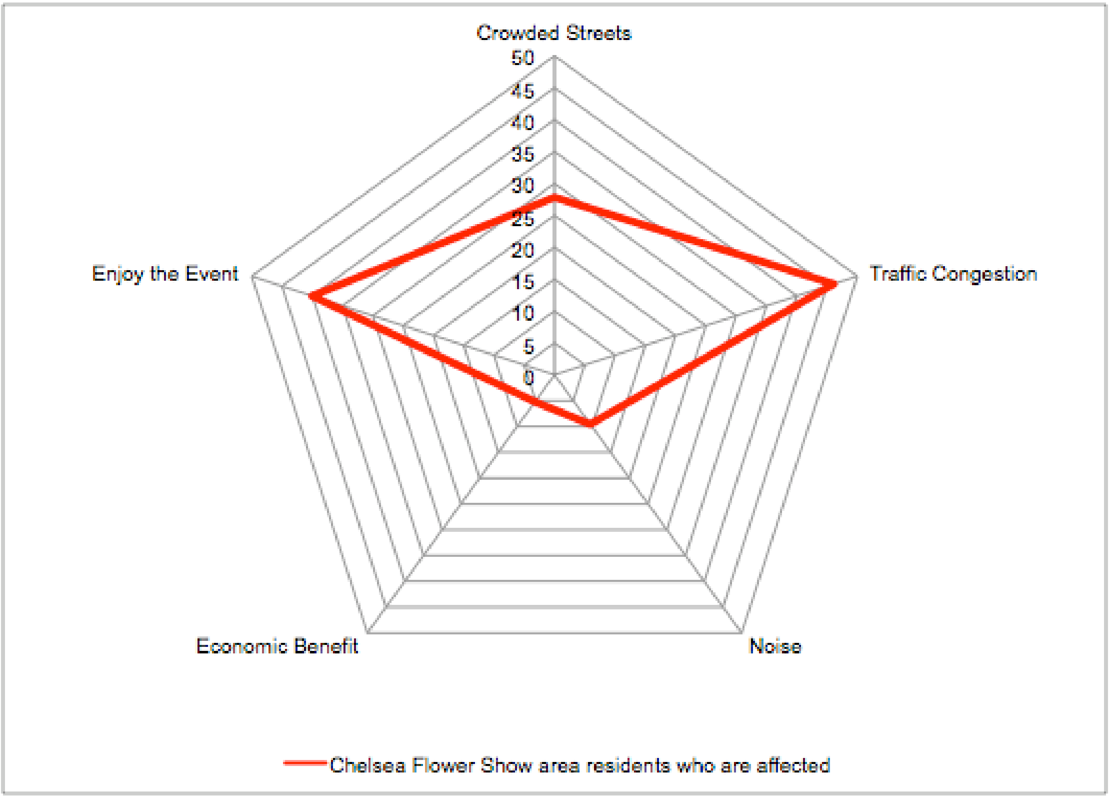
Of those residents living in the area around the site of the Chelsea Flower Show, 88% of residents think that it is an important event for the Borough (broadly the same as for all residents in the Borough). Over half of these residents (57%) state that they are affected by the Show in some way (this may be positive or negative). This compares to 28% of all residents in the Borough stating that they are affected.

Table 5.3 Importance and Impact of the Key Events/Attractions

Residents living in the Chelsea Flower Show area	**Important for the Borough**	**Affected in any way (+ve or –ve)**
	%	*%*
Notting Hill Carnival	*50*	*12*
Chelsea Flower Show	*88*	*57*
The Museums	*100*	*17*

Figure 5.10 shows how residents in the area are most affected by the event. Most notable is the positive effect of "enjoying the event" and the negative effect of traffic congestion. However, significantly, few residents (6%) believe that the event has any economic benefit for the area.

Figure 5.10 Impact on Chelsea Flow Show Area Residents by Show



5.6.4 The Museums

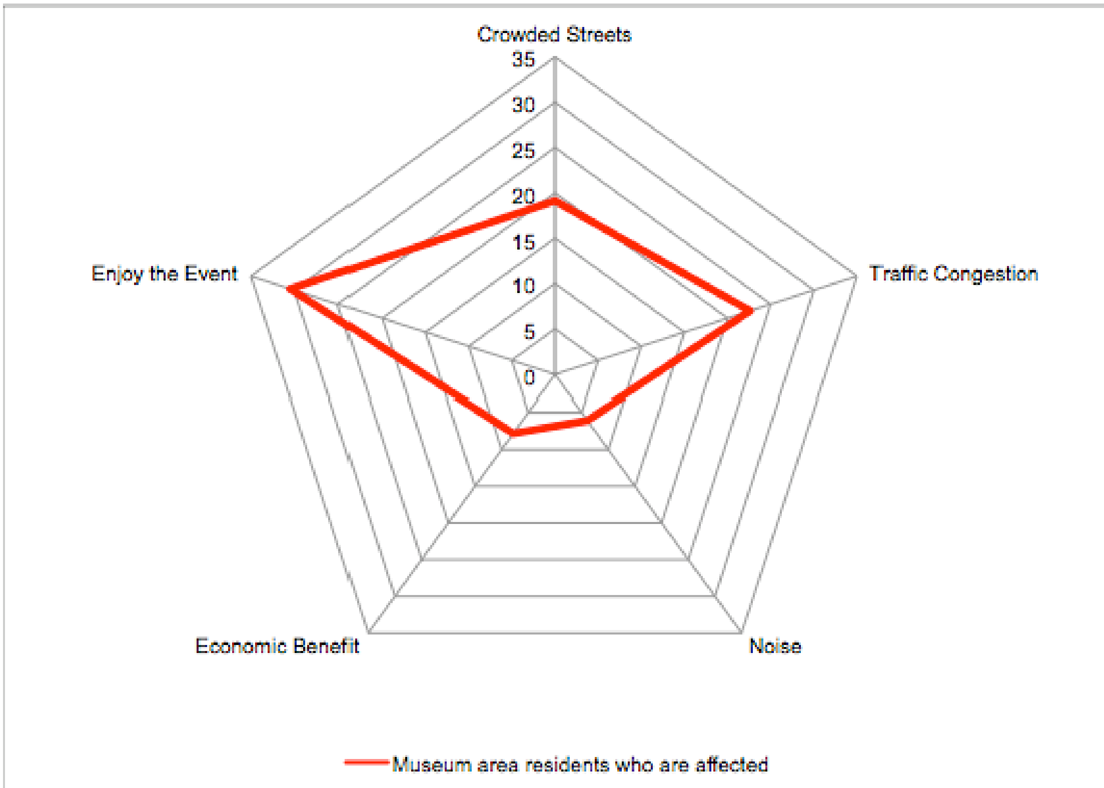
Of those residents living in the area around the Museums, all (100%) of the residents think that they are important for the Borough (broadly the same as for all residents in the Borough). Around one third of these residents (31%) state that they are affected by the Museums in some way (this may be positive or negative). This compares to 19% of all residents in the Borough stating that they are affected.

Table 5.4 Importance and Impact of the Key Events/Attractions

Residents living in the Museum area	**Important for the Borough**	**Affected in any way (+ve or –ve)**
	%	*%*
Notting Hill Carnival	*46*	*18*
Chelsea Flower Show	*89*	*28*
The Museums	*100*	*31*

Figure 5.11 shows how residents in the area are most affected by the event. As with those living in the area around the Royal Hospital (Chelsea Flower Show), most notable is the positive effect of "enjoying the event" and the negative effect of traffic congestion. Few residents (8%) believe that the event has any economic benefit for the area.

Figure 5.11 Impact on Museum Area Residents by the Museums

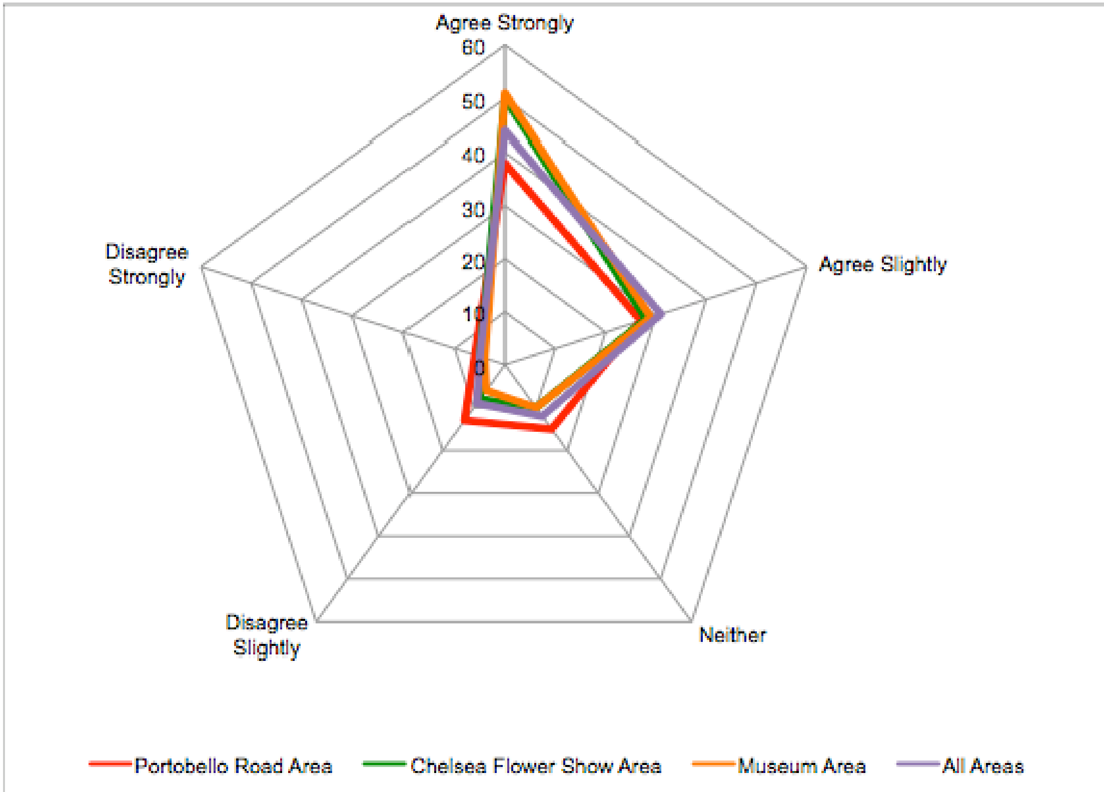


5.6.5 Resident Attitudes by Area

Residents were asked to express their general attitude towards visitors by stating whether they agreed or disagreed to the pro-visitor statement “Any disadvantages from having lots of visitors are outweighed by the benefit of the local economy”.

Figure 5.12 below clearly shows that those residents living near to the Royal Hospital (Chelsea Flower Show) and the Museums are more likely to agree strongly with this statement. Those living around the area of the Notting Hill Carnival are least likely to agree with this statement, although they are still much more likely to agree than disagree.

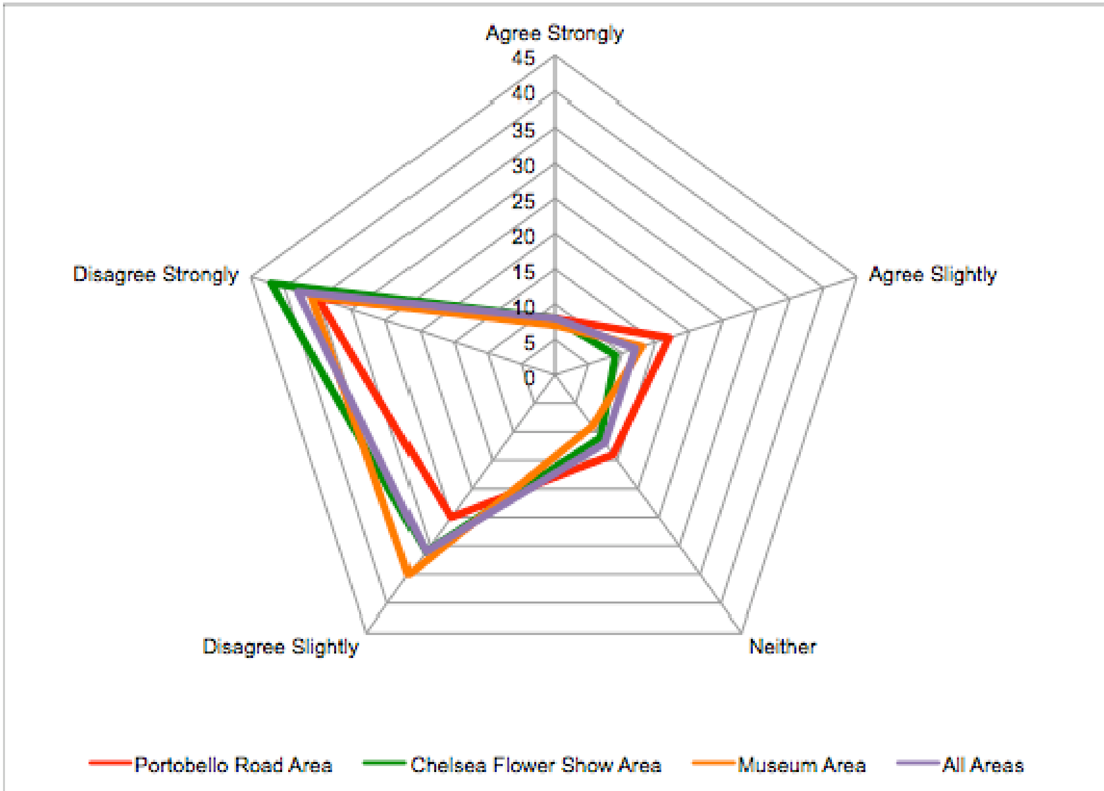
Figure 5.12 Resident Attitudes towards Visitors by Residential Area: ***“Any disadvantages from having lots of visitors are outweighed by the benefit to the local economy”***



This clearly indicates the pro-visitor attitude of residents, even in the areas of the Borough that receive high-influxes of visitors. However, it is perhaps surprising that so many residents agree with this statement, when so few appear to value the economic benefit of visitors (see previous charts).

Figure 5.13 shows the opposite of Figure 5.12 above, with those residents living near to the site of the Chelsea Flower Show tending to disagree more strongly with the statement: “On balance, I wish there were fewer visitors to the Borough”.

Figure 5.13 Resident Attitudes towards Visitors by Residential Area: ***“On balance, I wish there were fewer visitors to the Borough”***



Full findings of the Residents Survey are shown in Appendix G

6. VISITOR ECONOMY

6.1 Comparison with Previous Studies

Since 1996, there have been three studies that have generated data on visitor arrivals and expenditure in the Borough:

- Visitor Management Strategy (VMS) Visitor Survey, MORI (1996)
- STEAM Report, Global Tourism Solutions (2003)
- Local Area Tourism Impact Model (LATI), LDA (2008)

A summary of all key data from these studies is shown in Table 6.1. It can clearly be seen that there are very little data in common, and therefore it is difficult to compare findings. For example, the VMS study only generated UK (domestic) visitor data, and excluded any analysis of expenditure, whilst STEAM only provided data on all visitors, without any split between domestic and overseas. LATI is perhaps the most complete, providing data on both domestic and overseas visitors, although it does not provide findings on the length of stay of overnight visitors, and therefore total visitor days are unknown.

However, it is the most recent analysis, undertaken by the LDA in 2006. Perhaps the most striking difference in the figures that are broadly comparable is the estimation of 27.3 million UK visitors by the VMS in 1996 compared to 11.4 million by LATI in 2008. There is no obvious explanation for this, although little is known about the methodology used by the VMS.

Of particular interest are the figures for total direct visit expenditure in the Borough. STEAM shows this to be £1.37 billion in 2003, and LATI to be £1.46 billion in 2008.

Due to its relatively recent publication, the London Development Agency's LATI model has been used as a base for visitor arrival numbers into the Borough by this study, and consequently to undertake estimates of the economic impact of tourism, based on the Visitor Survey findings.

Table 6.1 Summary of Previous Visitor Arrival and Expenditure Analysis

	VMS (1996)		STEAM (2003)		LATI (2008)	
	Visits (m)	**Spend (£bn)**	**Visits (m)**	**Spend (£bn)**	**Visits (m)**	**Spend (£bn)**
UK (Domestic) Visitors						
Day Visitors	24.0				10.3	0.40
Overnight Visitors	3.3				1.1	0.23
Total	27.3				11.4	0.63
Average Stay (1)	2.5					
Total Visitor Days	32.0					
Overseas Visitors						
Day Visitors					-	-
Overnight Visitors					1.7	0.83
Total					1.7	0.83
Average Stay (1)						
Total Visitor Days						
All Visitors						
Day Visitors			14.4	0.40	10.3	
Overnight Visitors			2.7	0.97	2.8	
Total			17.1	1.37	13.1	1.46
Average Stay (1)			2.8			
Total Visitor Days			22.0			

Note: (1) Overnight visitors, in nights
Source: VMS 1999, STEAM 2003, LATI 2008

A useful comparator for the findings of the Visitor Survey is the London Visitor Survey (LVS) conducted by TNS for the London Development Agency. This monthly survey is aimed at identifying the strengths and weaknesses of London as a visitor destination, and to track visitor satisfaction with the capital over time. Interviews are face-to-face, with around 5,000 conducted per year at various sample points around London.

It is therefore useful to make comparisons between the LVS and the Visitor Survey, as they use a more robust methodology than the STEAM and LATI models. For example, STEAM makes estimates of expenditure based on accommodation utilisation, attendances at local attractions and tourism information centre visitor numbers (when available), whilst LATI uses International Visitor Survey (IVS) data, as well as Borough-level employment data relevant to the accommodation, food and beverage and shopping categories of tourism expenditure (from the Office of National Statistics) to disaggregate London level expenditure. Consequently, peculiarities of destinations tend to be missed when using these more general models.

Table 6.3 below provides a summary of expenditure findings. Overall, it can be seen that the Visitor Survey in Kensington and Chelsea recorded an average spend per day that is much greater than for London as a whole: £223 for UK overnight visitors, compared with £139 for London, and £249 for overseas overnight visitors compared with £134 for London.

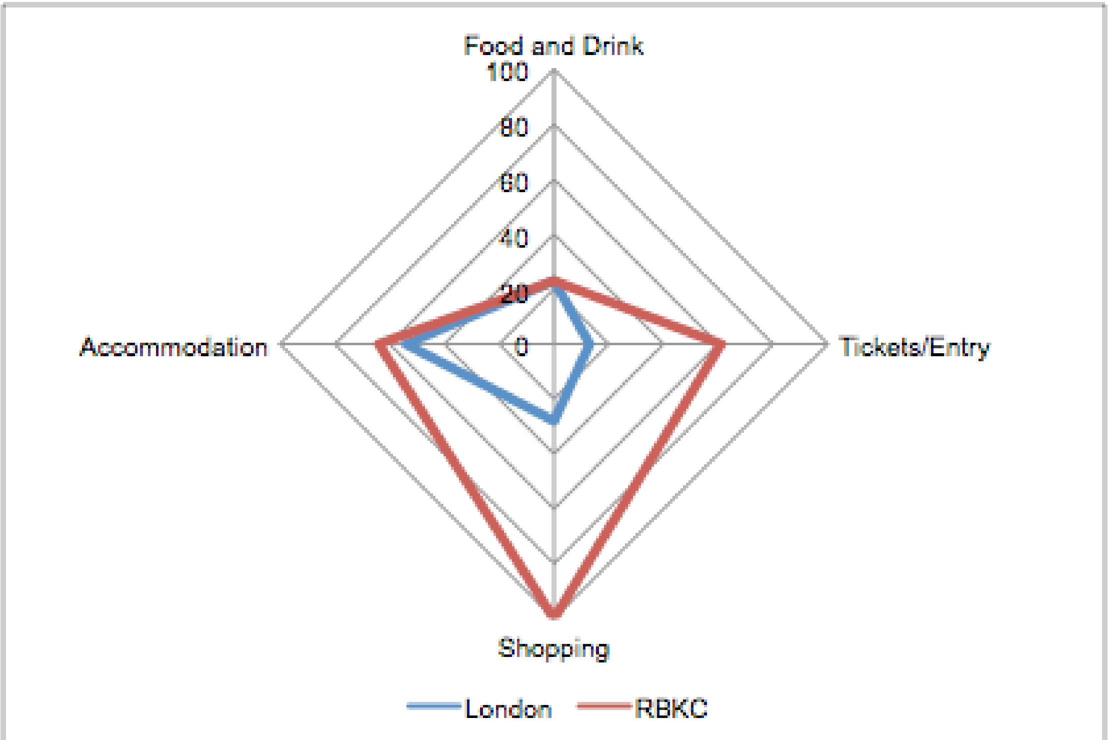
Table 6.2 Comparison of Expenditure Items: LVS and Visitor Survey

Category	LVS (2007)		Visitor Survey (2008)	
	UK Overnight (£)	Overseas (£)	UK Overnight (£)	Overseas (£)
Food and Drink	24	23	18	23
Tickets/Entry	14	13	56	61
Shopping	25	28	87	100
Other	15	16	0	1
Total	*78*	*80*	*161*	*185*
Accommodation	61	54	62	64
Total	139	134	223	249

Source: London Visitor Survey 2007, Acorn Consulting Partnership Ltd

However, comparing individual expenditure categories shows where the main differences lie. Expenditure on Food and Drink in Kensington and Chelsea is broadly in line with that in London as a whole, as is expenditure on Accommodation. However, expenditure on Shopping and Tickets/Entry to Attractions is around four times higher in Kensington and Chelsea than London, as shown in Figure 6.1.

Figure 6.1 Comparison of Key Expenditure Items, LVS and Visitor Survey



Where comparisons can be made between the LVS and the Visitor Survey, there appears to be a high level of correlation between the two surveys. Of particular note with regards to the economic impact of tourism is the average length of stay of UK and overseas visitors. The Visitor Survey recorded an average length of stay of UK visitors of 2.4 nights (compared to the LVS figure of 3.2 nights) and overseas visitor length of stay of 7.7 nights (compared to the LVS figures of 7.6 nights).

6.2 Value of the Visitor Economy

Analysis of the accommodation sector in the Borough has shown that it generates around £731 million per annum (see Section 3.4).

The Visitor Survey generated average expenditure per day data (see Section 2.2) of London, UK and Overseas visitors as shown in Table 6.3 below.

Table 6.3 Average Spend Per Day by Type of Visitor

Expenditure Category	UK Day Visitors (£)	UK Overnight Visitors (£)	Overseas Visitors (£)
Shopping	93	86	100
Food/Drink	16	19	23
Museums/Attractions	4	10	15
Exhibition/Show/Event	21	26	46
Other	3	14	1
Total	*137*	*155*	*185*

Source: Visitor Survey

Note: UK Day Visitor spend is based on London Resident spend/day as 98% of these visitors are day visitors; UK overnight visitors spend is based on UK visitor spend; Overseas visitor spend is based on all data for all overseas visitors as 92% stay overnight.

The total value of the visitor economy in the Borough is dependent on spend per day and the length of stay of visitors. Therefore the two key factors when developing a visitor economy are getting visitors to spend more and stay longer.

It is known (from the Visitor Survey) that UK overnight visitors stay, on average 2.4 nights in London, and overnight overseas visitors stay on average 7.7 nights. However, not all of this time will be spent in Kensington and Chelsea. Therefore, the value of the visitor economy, in terms of visitor expenditure can be expressed as a best-case scenario, and worst-case scenario, and expected-case scenario.

The best-case scenario would be when all overnight visitors spend all of their time in the Borough. This is not a realistic scenario, although if it were to happen it would generate around £5 billion in visitor expenditure in the Borough.

However, it is worthwhile examining the worst-case (or base-case) scenario, which would be when overnight visitors only spend one day of their entire stay in London in the Borough. This is shown in Figure 6.4 below. This shows the total value of visitor expenditure to total £2.6 billion, which is considerably higher than that estimated by the STEAM and LATI models (£1.4bn and £1.5bn respectively).

The difference is largely due to the higher levels of shopping expenditure which both the STEAM and LATI models do not take account of. The Visitor Survey also shows that expenditure on visitor attractions is also greater than estimated by the models.

Table 6.4 Base-Case Visitor Expenditure Scenario

Category	UK Day Visitors	UK Overnight Visitors	Overseas Visitors	Total
Visits (m)	10.3	1.1	1.7	13.1
Stay in K&C (days)	1	1	1	
Total Days in K&C (m)	*10.3*	*1.1*	*1.7*	*13.1*
Expenditure (£m)				
Shopping	958	95	170	1,223
Food/Drink	165	21	39	225
Museums/Attractions	41	11	26	78
Exhibition/Show/Event	216	29	78	323
Other	31	15	2	48
Total	*1,411*	*171*	*315*	*1,896*
Accommodation				731
Grand Total				**2,627**

Source: Acorn Consulting Partnership Ltd

Whilst Table 6.4 shows the base-case scenario, it is not the expected-case. It is estimated that overnight visitors spend around 20% of their total time in London in the Borough. Therefore, an estimated length of stay of 1.28 days can be calculated for UK visitors, and 2.34 days for overseas visitors. This generates a total spend of **£3.1 billion**, as shown in Table 6.5 below.

Table 6.5 Expected-Case Visitor Expenditure Scenario

Category	UK Day Visitors	UK Overnight Visitors	Overseas Visitors	Total
Visits (m)	10.3	1.1	1.7	13.1
Stay in K&C (days)	1	1.28	2.34	
Total Days in K&C (m)	*10.3*	*1.4*	*4.0*	*15.7*
Expenditure (£m)				
Shopping	958	121	398	1,341
Food/Drink	165	27	91	252
Museums/Attractions	41	14	60	95
Exhibition/Show/Event	216	37	183	373
Other	31	20	4	53
Total	*1,411*	*218*	*736*	*2,365*
Accommodation				731
Grand Total				**3,096**

Source: Acorn Consulting Partnership Ltd

Clearly the UK day visitor market is the most significant, generating 60% of all expenditure, with the UK overnight market accounting for a further 9%, and the overseas market generating 31%.

Analysis of expenditure by business enterprise clearly shows that the retail sector is most affected by the visitor economy, with almost one half (48%) of all spend being directed towards it. Accommodation establishments account or almost one quarter (24%) of all spend, as shown in Table 6.6

Table 6.6 Visitor Expenditure by Category

Visitor Expenditure (Expected-Scenario)	Spend £m	%
Accommodation	731	24
Retail (non-food and beverage)	1,477	48
Restaurants/Bars	283	9
Museums/Attractions	115	4
Exhibitions/Shows/Events	436	14
Other	55	2
Total	3,096	100

7. VISITOR STRATEGY ANALYSIS

7.1 Introduction

This section of the report examines how what the RBKC's approach to visitors compares with other London councils.

The visitor strategy of three other boroughs was compared with that of the RBKC. Interviews were conducted with the officers responsible for tourism in the two central London boroughs that receive the highest volume of visitors, Westminster and Camden, and from Greenwich, which includes the Maritime Greenwich World Heritage Site and is the London borough with the largest tourism team.

Table 7.1 Visitor numbers to London Boroughs, 2006

Borough	Total visitor numbers, day and overnight (millions)	Tourism Expenditure 2006 estimate (£ millions)
Westminster	42.4	4,776
Kensington and Chelsea	13.1	1,461
Camden	10.2	1,083
Greenwich	2.5	186

Source: LATI GLA Economics May 2008

The Council officers interviewed were those responsible for tourism in their boroughs:

- Westminster: Economic Policy Manager
- Camden: Head of Arts and Tourism
- Greenwich: Head of Tourism

In Kensington and Chelsea, the Tourism, Environment and Leisure Department was consulted, together with the 2012 Co-ordinator, Enterprise Manager, Acting Arts Liaison Manager and Planning Policy Officer.

7.2 Royal Borough of Kensington and Chelsea

7.2.1 Strategic Framework

The RBKC conducted a Visitor Management Strategy in 1999 but it has not been updated. There is no current tourism strategy and the overall view of the Council is that the visitor economy will continue without intervention from the Council. However as part of the Local Development Framework (LDF) the Planning department, as part of their Core Strategy, are committed to improving the visitor experience.

7.2.2 Resources

The responsibility for tourism and the visitor economy used to lie with the Arts Service, but more recently has moved to within Transport, Environment and Leisure Services, however there is no dedicated tourism officer within the department. Although the 2012 Co-ordinator does not have an official tourism remit, she has undertaken to distribute tourism information from the LDA to the relevant officers within the Council.

The work of the Arts Service is involved in "place shaping" and could have a role in enhancing the Borough's reputation with visitors, however it is currently directed to focus its activities on the value they can bring to residents rather than to attracting visitors.

During 2008 the Regeneration Team was created as part of Corporate Services. Since January 2009 the team has consisted of four members of staff including a post responsible for Business and Enterprise. This team is focused on how to help all businesses in the borough, and the visitor economy is considered to be a sector that could offer potential to provide entry-level jobs to less skilled residents.

7.2.3 Visitor Economy Data

In 2003 the STEAM model was commissioned to assess the volume and value of tourism in the Borough. Since 2003 no data on the visitor economy has been collected on a regular basis, although the LDA produces the Local Area Tourism Impact Model (LATI) for each London borough.

7.2.4 Communications

The Regeneration team and the 2012 Co-ordinator work at a strategic level with other central London boroughs as part of the Central London Forward. Specific regeneration programmes are also undertaken with Camden and Islington.

The Arts Service works with several cross-borough partnerships including the Central London Arts Partnership and the 'Western Wedge' (formed by the LDA sub-regional divisions). It is considered that that the Central London partnerships have most relevance to the work of RBKC.

A group of 2012 co-ordinators from seven London boroughs meet quarterly and may initiate a more formal partnership to co-ordinate marketing of the 2012 offer to visitors. However most activity currently takes place as part of Central London Forward.

The Planning department are working closely with Westminster to develop Exhibition Road and also work with them in relation to other parts of the Borough including Knightsbridge, the Albert Hall and museum area.

The Borough is not proactive in communicating with visitors. There is no reference to leisure or places to visit on the website and throughout the Borough attractions are not sign posted.

In 2012 the RBKC will be hosting the indoor volleyball at Earls Court, and there is an eight-day festival planned in Exhibition Road. It is thought that 2012 may therefore initiate a more pro-active approach to communications with visitors.

7.2.5 Key Issues

Resident's Associations and some individual residents in the Borough are active in voicing their concerns to Councillors and Council officers. Residents concerns include the noise and damage to historic settings caused by events such as those held on the Natural History Museum lawns that are used for London Fashion Week, the Christmas Fair and ice rink. There are also concerns that large numbers of tourists to areas such as Portobello cause the decline of good quality local services in favour of souvenir shops. Where feasible, robust planning conditions are implemented and enforced to try and maintain the unique character of these areas.

7.3 Westminster

7.3.1 Strategic Framework

Westminster does not have a tourism strategy. There are around 250,000 residents in Westminster and approximately 500,000 people who visit the borough each day to work.

Westminster has a wealth of historic, cultural and retail assets and attracts more visitors than any other London borough and has approximately 35% of London's hotels. The Borough's priority is to ensure the streets are clean and safe, for both its residents and visitors.

After 9/11 a strategy was put together and a tourism conference held, the outcomes were mostly to do with PR, and no specific actions have been followed up. The current priority is the 2012 legacy.

7.3.2 Resources

Westminster does not have a dedicated tourism officer. The planning department deals with all tourism issues. Until Summer 2008 there was a dedicated officer for tourism within the planning department, but since then the Economic Policy Manager has dealt with any tourism issues, however they get low priority compared to other issues.

7.3.3 Visitor Economy Data

No visitor economy data is collected. The visitor data collected by the LDA is passed to Westminster, however this is not acted upon, as it is not clear how it can be used.

7.3.4 Communications

The relationship between Westminster and the LDA, under Ken Livingstone, was not productive. It remains to be seen if it will improve under Boris Johnson.

Westminster has worked closely with the Cross River Partnership (Westminster, Lambeth, Southwark and the City of London). However there are currently no active tourism projects.

The website, which includes an introduction to key points of interest, is managed by the Planning department and it considers any other visitor information is the remit of Visit London.

Due to concerns about the 2012 legacy, there is currently a public realm scheme being developed to ensure visitors' first impressions of London (from Gatwick into Victoria or Heathrow into Paddington) are positive.

Westminster is working with Transport for London on a signing scheme for pedestrians, to include a strategy for finger posting.

Any training for the hospitality sector is being dealt with by the LDA with schemes in Victoria and Paddington. Westminster Council's objective is to ensure that health and safety is in place.

In 2007 the Council worked with The Westminster Collection and Visit London to produce the Westminster Destination Guide, aimed at promoting Westminster's event venues to business tourism. Westminster are happy to consider projects brought to them, but do not see the need to be proactive in attracting visitors.

7.3.5 Key Issues

Westminster's two major issues with visitors are:

i) Short term lets, i.e. residential property being let to visitors rather than used for residential purposes. Landlords need planning permission to do this and it is not easily granted.

This is a particular problem in the Edgware Road area where properties are let to Arab families during the summer. There have been conflicts between the Council and businesses in the area that depend on these visitors to support their businesses.

ii) Late night activity – residents complain about noise and behaviour late at night. The Council therefore restricts the number of late night licences they grant.

7.4 Camden

7.4.1 Strategic Framework

Camden does not have a tourism strategy. In the past tourism has been included in the Cultural Strategy, which expired in 2006 and has not been replaced. The strong 'brands' for visitors within Camden are:

- Hampstead
- Bloomsbury
- Kings Cross
- Camden Town

7.4.2 Resources

The job title *Head of Arts and Tourism* is historic. There is currently no budget or staff attached to Tourism. Camden is therefore in a similar position to Kensington and Chelsea and Westminster.

Departments whose work involves visitors include:

- Arts Development & Cultural Issues
- Film Office
- Event Management
- Civic Hall
- Business and Economic team, who undertake interrelated work with LDA and visitor accommodation in Kings Cross

Current initiatives that are being undertaken by the Council that relate to visitors include:

- Museum Mile: developing and raising awareness of the area around the British Museum (that includes 15 other museums, all within 10 minutes walk)

- Visitor Accommodation developments: two new large hotels, one upmarket Travel Lodge style; new town house hotels, small hotels changing hands so B&Bs going more up market e.g. Argyll Street, opposite St. Pancreas, which is benefiting from influx of visitors using Eurostar.

- Camden Town after the fire in February 2008. Camden Town is an international brand, seen as cutting edge, trendy, bohemian, with a reputation based on heritage. There are issues of drugs, the music scene and pedestrian congestion. After the fire, Camden Town needs re-branding – encouraging wider awareness of range of activities available and local travel choices, for example:
  - The walking routes from Chalk Farm tube
  - A day out that could encompass canoeing, a heritage site, seeing a band, a local park, eating at an eclectic restaurant

- Walking routes around the Borough e.g.,
  - Camden Town to King's Cross, which takes10 minutes
  - Canal Walks, Kings Cross – Angel – Upper Street

7.4.3 Visitor Economy Data

No data on the visitor economy is collected on a regular basis. The Council uses LDA data for visitor profile information and visitor numbers.

Camden receives the third largest number of visitors in London, but the spend per visitor is low, at around £5. Therefore a key issue is how to increase visitor spend.

7.4.4 Communications

Camden has been an active member of the LDA Central London tourism group. Camden is also part of cross borough partnerships for specific sectors such as Central Arts Partnership, Audience London and 2012 related strategic groups.

It is not Camden's remit to promote itself to visitors, nor is set up to do so. The Borough ensures that the right places/attractions are marketed, and it feeds Visit London and appropriate partners with suitable places to promote. The Arts Team update the website, however mostly it is historic information that is not regularly updated.

Signage is limited. Brown signs tend to get lost on busy streets. Conservation restrictions make signs too small to be useful. The Council expects to take its lead on signage from Legible London, although it is rolling out slowly.

Camden does not operate any Tourist Information Centres. Visit London provides tourist information, as do the private sector (e.g. ticket agencies, hotels). The role of the Borough is to ensure these operations are legitimate.

Communication with residents tends to be in response to their complaints.

7.4.5 Key Issues

The constant issues that the Council has to deal with in relation to visitors are:

- Managing visitors e.g. from film tourism (e.g. Platform 91/2 at Kings Cross Station).
- Visitor numbers leaving Russell Square and Camden Town tube stations.
- Volume of visitors/pedestrians on Camden High Street.
- Impacts of issues such as coach parking, filming.
- Unofficial coach parking at rear of British Museum.
- Visitor attractions: long term issues with established attractions such as the British Museum, Camden Town, e.g. visitor management, improvement of public realm.
- Issues with new attractions such as the Round House, although the only complaint has been in relation to queuing on the street, rather than noise.

In relation to residents, Camden has a similar proportion of wealthy, articulate residents to Kensington and Chelsea, and expects that many of the issues with residents are similar to those within the RBKC and Westminster. The key priority for Camden is to ensure that local people enjoy the same facilities as visitors i.e., that the Borough's attractions are accessible to ALL residents.

Camden has a real contrast in its residents and aims to bring together residents from deprived areas, with those from the wealthy areas. For example, the council wishes to address the question: how do you enable residents from deprived areas to enjoy the British Museum as fully as well educated, wealthy residents and visitors? Education and free events are important for achieving this. Camden also works with multiple partners as a priority, to promote the area and include all residents. For example, the opening of St. Pancras international station brought together specialist circus audiences; local families whose children's schools were performing, residents and visitors who wanted to see a spectacular show.

Overall, Camden's approach to its visitors is closely related to its endeavours to make the Borough a vibrant, accessible place to live and work.

7.5 Greenwich

7.5.1 Strategic Framework

Greenwich has a 2004-10 Tourism Strategy. However it was written before London won the 2012 Olympic Games and the strategy is currently being updated to take the Olympic legacy into consideration.

Ninety four percent of Greenwich's 6.5 million visitors are day visitors. Key objectives of the strategy are to encourage visitors to stay longer and spend more. However there is a limited supply of accommodation, therefore action is needed to develop and improve accommodation supply, as well as the need for marketing and communications to change visitor perception of Greenwich as place to visit from central London.

There is political commitment to tourism and an understanding that the visitor economy needs to be supported, particularly in the run up to 2012.

7.5.2 Resources

The Tourism department has recently been moved from Economic Regeneration to the Cultural and Community department, and is located within the Olympic 2012 section together with Arts and Events.

There are four FTE tourism staff:

- Head of Tourism
- Tourism Marketing Officer
- Visitor Services Officer (covers visitor management)
- Tourism Assistant (2 x part-time posts)

In addition the Council operates the Tourist Information Centre in Greenwich which employs 6 FTE and casual staff.

7.5.3 Visitor Economy Data

Greenwich run the STEAM model annually, which provides data on the volume and value of tourism to the Borough, the next data available will be for 2007. They also use the LATI figures from the LDA.

In addition the Council collects:

- Visitor figures from major attractions
- Business Barometer (Hotels, TIC, DLR, Thames Clipper)

However, no occupancy figures are collected (there are only a few hotels, and B&Bs tend to service business visitors during the week and leisure at weekends).

There has not been a major Visitor Survey since 2002 when MORI carried out a survey to assess post-Millennium perceptions of Greenwich.

7.5.4 Communications

The World Heritage Site Partnership (WHSP) includes land owners of key sites: the National Maritime Museum, Royal Naval College, Cutty Sark, Greenwich Royal Park, DLR, River Boat operators – City Cruises, Thames Clippers, Greenwich Market, Greenwich Theatre, University of Greenwich, Trinity School of Music, Greenwich Council.

The WHSP has a Steering Group Executive and Sub-Committees for Marketing, Visitor Management and Transportation. All communication for these Greenwich sites is conducted through the Partnership, which holds regular meetings and has political involvement and support. There is separate communication with AEG regarding the O2.

There is no structure for communication with other operators in the Borough. At Easter 2009 the first Greenwich Borough tourism forum is being organised to bring together B&Bs, retail operators and other tourism businesses from Eltham, Woolwich and the areas of the Borough outside the WHS. A quarterly newsletter is planned to follow up after the tourism forum.

Greenwich is one of the “5 Host Boroughs” for the Olympic Games, which also includes Hackney, Newham, Tower Hamlets, Waltham Forest. This network works with the LDA and Mayor’s Office on the Legacy Masterplan and a Strategic Regeneration Framework (SRF) that covers the visitor economy and tourism legacy.

There is also a good relationship with Lewisham, focusing on Blackheath and Deptford, which is developing as a “Hoxton” type arts and cultural community. Joint events are planned at Blackheath. There is currently no regular contact with the other adjacent boroughs of Bexley and Bromley.

Greenwich has a good relationship with the LDA and expects this to continue following the restructuring of the LDA’s tourism sub-regions. Greenwich also communicates with Visit London although feels that Visit London’s focus is geared towards Central London and they would like to see more done towards promoting some of the less well known attractions out of central London.

There is visitor information on the Greenwich Council website www.greenwich.gov.uk however the main visitor site is the WHS site www.greenwichwhs.org.uk. It is expected that the WHS site with be further developed as the visitor site, with additional pages on the non-WHS areas of the borough. The Council’s own site will focus on tourism research and data.

The WHSP has a marketing budget, the largest contributors being the DLR and Greenwich Council, which is used to fund PR, events, exhibitions, a marketing newsletter and campaigns, trade adverts, familiarisation trips and website support. Greenwich Council funds and operates a TIC in Greenwich Town that is open 7 days a week.

A Greenwich Visitor Guide is published, which includes maps of Greenwich, Eltham and Woolwich. No accommodation guide is produced due to the lack of visitor accommodation in the Borough. The WHS website is planned to be upgraded to provide fuller visitor information on all areas of the Borough.

Apart from the visitor information pages on the Council website, which are not well used, there is currently no regular communication with residents. The tourism department is planning to be more proactive and will start to use the Council’s weekly paper, Greenwich Time, which is well read. In Spring 2009 the paper will be used to provide positive messages about aspects of tourism and to publicise the new STEAM figures on visitor numbers and the value tourism brings to the local economy.

7.5.5 Key Issues

The following are currently key issues within the borough:

- Overcrowding in Greenwich town centre
- Lack of transportation between the WHS and O2 peninsula, making it difficult to visit both areas in one trip
- The one-way traffic system in Greenwich town is problematic
- Many of the areas between the key sites are very run down and unattractive
- Street signage and navigation
- How to make the most of 2010 when the Cutty Sark reopens and the TIC moves back to refurbished Pepys House.

Issues vary in different parts of the Borough. In Eltham and Woolwich, where there are few visitors, there are no major issues. In Greenwich Town there is some tension with residents, key issues being over-crowding, parking, litter, a feeling of being “inundated by visitors” and that the area is downgraded by cheap shops opening up to service tourists.

Visitor management and transportation are ongoing issues for the WHS Partnership sub-committee. The tourism department also work with other internal Council departments e.g., transport and cleansing.

Tourism department works with other organisations within the Borough to address joint issues e.g., skills development, and is currently working with Greenwich Local Labour and Business on delivering the skills agenda through the hospitality and leisure industry; training tourism providers; developing a volunteer network and conducting joint road shows. Work is also taking place with Tour Guide organisations to find ways to encourage people, particularly younger residents, to train as tour guides.

7.6 Conclusions

7.6.1 Strategic Framework, Visitor Economy Data and Resources

Camden and Westminster, like the RBKC, do not have a tourism strategy, do not collect visitor data on a regular basis and do not allocate resources to supporting tourism.

Westminster has a similar approach to the RBKC with regard to its visitors, it is not proactive in attracting visitors and its main concern is visitor management. However Westminster receives more than three times the number of visitors that go to the RBKC and receives more than three times the income from those visitors. It is also home to many of London’s most iconic tourist sites including Buckingham Palace and the Palace of Westminster, the West End and most of London’s theatres.

Camden receives around three quarters the number of visitors and associated income that is received by the RBKC. Although no resources are put directly into supporting tourism, Camden acknowledges the importance of its visitors and several departments consider their work relates to visitors. There are several initiatives that currently involve the development of the visitor economy including the Museum Mile, visitor accommodation developments, the post-fire development of Camden Town and the creation of walking routes around the Borough. Camden’s objective of making the Borough a vibrant, accessible place to live and work also applies to its visitors.

Greenwich is the only borough interviewed that has a Tourism Strategy. Ninety four percent of the Borough’s visitors are day visitors and the Tourism Strategy’s key objective is to encourage visitors to stay longer and spend more in the Borough. Information is collected annually on its visitor economy (through the STEAM model) and it uses the data to explain the benefits of its visitor economy to its residents.

Greenwich is the most proactive borough in London in relation to its visitors and has a tourism department of four FTE staff and runs a Tourist Information Centre with six additional FTE staff.

7.6.2 Communications

Cross Borough Partnerships

All the boroughs interviewed work with other London boroughs through a range of different cross borough partnerships. The RBKC's activities are most closely linked with other Central London boroughs. Table 7.2 below indicates some of the working partnerships that are involved directly or indirectly in developing the visitor economy.

Table 7.2 Cross Borough Partnerships and Tourism Website Information by Borough

Borough	Cross Borough Partnerships	Website
RBKC	Central London Forward Central London Arts Partnership Westminster planning 2012 related groups	www.rbkc.gov.uk No reference to leisure or places to visit
Westminster	Cross River Partnership Visit London	www.westminster.gov.uk Link to visitor information with introduction to key places of interest
Camden	LDA Central London Central London Arts Partnership Audience London 2012 related groups Visit London	www.camden.gov.uk Leisure section provides tourism information on where to stay, travel, travel tips, maps, markets, tourism contacts.
Greenwich	World Heritage Site Partnership (WHSP) LDA East London 5 Host Boroughs (2012) Close relationship with Lewisham Visit London	www.greenwich.gov.uk Currently has extensive visitor information but to be moved to www.greenwichwhs.org.uk which will include visitor information for whole borough not just World Heritage Site

Source: Acorn Consulting Partnership Ltd

Websites

The RBKC website does not include any information directed at visitors or potential visitors. Although the information on other borough websites is not always kept up to date, all the other borough websites contained some visitor information. Greenwich provided its potential visitors with most information and expect to improve the level of provision in recent months when the World Heritage Site website becomes the main source of information for visitors to Greenwich.

Residents

All boroughs had limited communications with their residents with regard to their visitor economies, apart from responding to resident's complaints. Greenwich was the most proactive and is planning to use the Council's weekly newspaper to provide positive messages about aspects of tourism and to publicise results from the STEAM data on the value tourism brings to Greenwich.

7.6.3 Key Issues

Visitor Management

The management of large numbers of visitors was an issue for all the boroughs interviewed. This related to issues regarding the most appropriate forms of signage and the improvement of transport and visitor movement within each borough.

Vocal Residents

Articulate residents tended to be very vocal about their complaints in the wealthier areas of Camden, Greenwich Town as well as Westminster and the RBKC. Residents of all the Councils had similar concerns including:

- Degrading of local facilities due to large numbers of tourists attracting cheap souvenir shops
- Inappropriate use of historic buildings
- Noise caused by events and late night activity
- Overcrowding of pavements and roads

2012 Legacy

The legacy of the Olympic Games in 2012 is a driver for all the boroughs to take action to improve their public realm (Westminster); their visitor accommodation (Camden and Greenwich) or address their approach to visitors (RBKC).

Skills Development

Greenwich is proactive in addressing the delivery of the skills agenda through hospitality and leisure, training tourism providers, developing a volunteer network and training a younger generation of tour guides.

8. ACTIONS FOR THE WAY FORWARD

8.1 Introduction

There are several actions that could be implemented that would improve the visitor economy whilst also increasing benefits for, and minimising conflicts with, residents. This could be achieved by increasing spend by directing visitors to attractions, food and beverage outlets, retail establishments, and other facilities and amenities that are likely to be of specific interest to them. Not only is this likely to provide an improved visitor experience, but it is also likely to increase visitor spend whilst minimising the negative impacts of visitors on residents.

This approach is based on three broad objectives. These are to:

- Maximise the benefit of visitors to the Royal Borough.

- Assist visitors to "navigate" the Royal Borough through well-organised electronically disseminated information.

- Mitigate the effect of visitors on residents of the Royal Borough.

8.2 Destination Marketing

At present the RBKC website does not include any information directed at visitors or potential visitors.

A visitor-focussed website (not pages within the Council website) would help achieve all three objectives set out above. The website should have good optimisation (be highly visible to Google and other search engines) so that it is easily found by potential visitors looking for even the most well-known attractions and events in the Royal Borough (for example, someone searching for "Chelsea Flower Show" should be directed towards the RBKC website ahead of the RHS website).

The website should enable visitors to search by various criteria, including area, type of attraction, interest, price range, etc, thereby directing them to (and raising awareness of) clusters of attractions or facilities that may be of interest to them.

Whilst the Borough is well known for its museums, only the Natural History Museum, Science Museum, Victoria & Albert Museum, and Kensington Palace are visited by most visitors. Other museums such as the National Army Museum, Leighton House Museum, and Royal Hospital Museum are virtually unknown and unvisited.

Promotion of the large number of other museums in the Royal Borough will increase visitor spend at the museums themselves and the facilities (such as restaurants and shops) located between them. This can be achieved through the interactive website described above, and also through special promotional campaigns such as Camden's "Museum Mile".

8.3 Product Development

The use of mobile phones and PDA's is now prevalent amongst the majority of domestic and overseas travellers. Increasingly, destinations are embracing techniques to use these to manage visitors.

A personal navigation system for PDAs, such as iPhone and Blackberry, should be considered in the Royal Borough. This alleviates the need for signposting, and enables visitors to use their devices (many of which are installed with GPS) to download trails, maps and information related to their specific area of interest. For example, a visitor interested in military history could be directed to the National Army Museum, the Barracks Chapel, shops and/or restaurants with military themes, etc, all linked by a well-routed walking trail.

Of the 25 hotels surveyed, only 9 stated that they were part of a hotel-grading scheme.

Visit Britain and Visit London will not promote any accommodation establishments that are not under one of the approved quality assurance schemes. This will become increasingly important for the sector during the lead up to the 2012 Olympic Games. Accommodation establishments should therefore be encouraged to become quality assured.

The key attraction of the Borough is shopping. Nearly one half of all visitor spend is in the retail sector. Without visitors, it is clear that the retail sector would experience a serious downturn in business.

The unique shopping product that the Borough enjoys should be preserved. To make the most of the opportunities of the retail sector, a strong retail brand could be created, which emphasises all that is good about the shopping offer, and has features that make that offer different, interesting, and local.

The Visitor Survey showed that the more expensive restaurants are popular with overseas visitors, and it is therefore probable that these businesses are largely supported by the visitor economy. The lower-end restaurants are particularly popular with the London and UK day visitor market, which is the largest spending group of visitors (accounting for 60% of all expenditure, and £165 million on food and beverage items). Consequently, what it lacks in per capita expenditure it gains in volume.

Hosting of community events such as food and drink fairs provide food and beverage outlets with considerable sales opportunities. Whilst this action item may conflict with some residents, visitor management can minimise these issues.

8.4 Industry Development

The Business Survey showed that local businesses found it difficult to source local labour with the qualifications that they required. The Accommodation Survey showed at only 11% of all employees in hotels lived in the Borough

Businesses indicated that the promotion of training initiatives covering skills such as catering, speaking English and customer service would be useful. Greater awareness of the London Employer Accord to both residents and businesses may go some way to generating more local employment. However, increasing the percentage of local residents working in the accommodation sector should become a priority. This could be achieved through the implementation of a programme of skills training in local hotels.

Measuring changes in the visitor economy provides considerable insight into the issues facing businesses, and enables the local authorities to adapt policies and regulations accordingly.

The execution of a business barometer, similar to the Business Survey (Appendix E) is advisable to better understand business confidence. Due to the volatility of the visitor economy, a quarterly survey is advisable in order to track changes closely.

The Visitor Survey showed that expenditure on accommodation and expenditure on other items were not related, i.e. those spending less on accommodation did not necessarily spend less on other items such as shopping and food and drink. The Visitor Survey also showed that “price” was an important factor for the selection of accommodation establishments, in particular for the UK market, where it was more important than “location”.

Encouraging budget hotel chains or those in the mid-price market (Travelodge, Holiday Inn Express, Hampton by Hilton, etc) would not necessarily lead to a lower-spending tourist, but would ensure a greater proportion of visitor expenditure will remain within the Borough.

8.5 Communication and PR

Overall, residents are largely positive about visitors, and the majority agree that the disadvantages from having visitors are outweighed by the benefit to the local economy. However, equally, very few residents state that they are positively affected by the economic benefits of visitors. Whilst they may not receive a direct economic benefit from visitors, undoubtedly they receive many indirect benefits – although, they do not appear to appreciate this.

Communication with residents is essential to pass on the message that visitors are “good news” for the Borough, clearly showing what the indirect economic benefits are. Residents should also be made aware that visitors are not all foreigners (driving fast cars), and in fact these make up only a small percentage of them.

Newsletters (or council newspapers/magazines) could be used for this purpose, for example featuring interviews with prominent local boutique and restaurant proprietors discussing the importance of visitors to their shop or restaurant. The Council should also communicate to residents what they are actively doing to manage visitors.

Another approach would be to liaise with organisations such as the "Friends of the V&A" to communicate messages about the importance of visitors to the Borough.

This study also shows that 20% of visitor nights are generated by visitors staying with friends and family. Therefore, approximately one fifth all visitors are generated by friends and relatives of residents themselves.

The implementation of a resident discount scheme or an annual open day for residents to visit local attractions should be considered. Many cities have implemented such schemes to great effect such as York's "Residents First" weekend. This will also encourage residents to visit local attractions when friends/relatives stay with them, as it will give them a better understanding about what is in on their doorstep.

The Resident Survey showed that the greatest conflicts with visitors concerned traffic congestion, crowded streets, and noise. Even when considering events and attractions that residents are broadly in favour of (the Chelsea Flower Show and the Museums), traffic congestion was highlighted as impacting them in a negative way.

Almost all of the London boroughs have the same problems with regards to large numbers of visitors – Kensington and Chelsea is not unique in this respect. Visitor management tools should be considered and implemented through consultation with transport planners, etc. It is essential that all traffic management plans take into consideration local residents.

APPENDIX A

VISITOR SURVEY MAP

APPENDIX B

VISITOR SURVEY

APPENDIX C

VISITOR SURVEY FINDINGS

ALL VISITORS

Visitor Quotes

What they liked most about Kensington and Chelsea
(Figures in brackets indicate number of incidences)

Ambiance
Architecture (8)
Bars
Bars, cafes
Battersea Bridge
Beauchamp Place SW1
Beautiful area (2)
Beauty treatment
Boat show
British Museum
Busy (vibrant) diverse
Busy and independent not homogenized
Buzz
Calm here, can relax
Cars
Central location
Central location for business meeting
Centre of town and big shop
Character. I was born and bred here, so like to revisit
Charity shops
Chelsea Flower Show
Chelsea football ground
Christmas market
Christmas Spirit
Churches
Climate, the area is clean
Convenient (3)
Culture
Cycle racks
Decorations and lights
Different class of people
Different, great atmosphere
Different, lots going on
Diversity, history, sites, people and excitement
Electric mix of both people and things to look at
Enjoy the multi cultured area
Enjoy viewing and people good
Enjoyed the conference and the fact it was in the area
Everything
Everything about the area
Everything close together, very convenient
Everything in one area
Everything on some streets
Everything, culture and food and child entertainment
Exciting

Expensive, exclusive
Fantastic atmosphere, street culture
Fashionable city
Food
Food stalls and atmosphere of market
Fresh air
Friend lives here
Friendly, sociable, interesting people
Friends
Galleries
Girls
Good architecture article here
Good feeling, nice people
Good things to visit places through the map
High class lively quality
High street very nice
History of London
Hustle and bustle
I like London
Ice skating
It is not Oxford Street
It's eclectic and a mix of old and new
Just like walking in the area
Just walking and church
Kept its character and originality
Kings Road
Kings Road, Knightsbridge
Less urban, different to the rest of London
Like the atmosphere of the place
Like the feel of the area
Liked the atmosphere of the place
Lively
Lots of shops that I like
Lots of thing to see
Lovely area and shops very nice
M & S - they have a better choice of clothes than my local one
Madam Tussauds
Market, people and streets
Meeting friends
Meeting old friends there
Mix of people
Mixture of cultures, quality of goods in shops and markets
Mixture of shops
Nice and safe area, good library
Nice area
Nice coffee shops
Nice pavements
Nice people
Nicest part of London
No trouble
Not too crowded (5)

Nothing in particular only second visit here
Notting Hill & Kensington High Street
Open/not many people/very accessible
Peace and quiet (4)
People and atmosphere (8)
Pie & Mash shops, atmosphere
Place where you can walk
Posh area
Price and everything/easy to get anything
Prices are good now
Pubs
Quiet
Quiet and clean
Quiet compact area, easy accessible
Quite close together
Retro clothing shops
Safe (6)
Space, natural environment, friendly people
Stylish
Tate Museum
The area
The atmosphere, throngs of people, huge price range low to high
The busy atmosphere - has a good feel factor
The lively nature, always something to do
Tranquillity friendly people
Trendy
Uniqueness
Up market, clean atmosphere, stylish, safe
Variety of everything
Very convenient, not too expensive
Vibrancy
Vibrant and interesting
Vibrant area
Victoria architecture
Village atmosphere
Walk and park everywhere
You can have everything in small area

What they liked least about Kensington and Chelsea
(Figures in brackets indicate number of incidences)

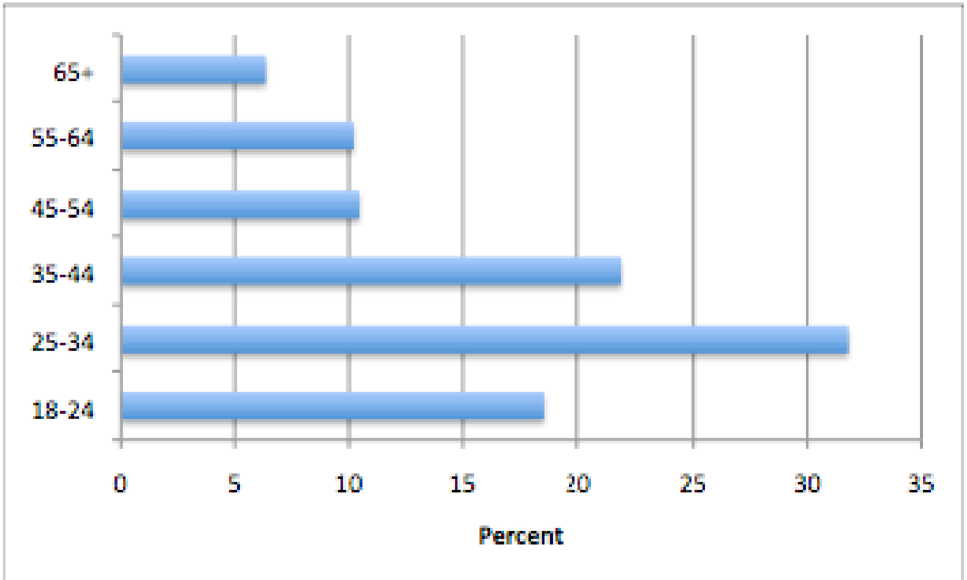
4 x 4 cars
Area now a bit sanitized
Ken High Street shops no longer unique like they used to be (3)
Better sign posting
Building works on road
Cannot smoke anywhere
Congestion charge (5)
Crime
Did not like the hotel
Diversity of people
Do not like certain types of stalls
Expensive theatre
Fast food service is slow
Glum people
Harrods (2)
Kensington High Street
Lack of clothing shops
Lack of lavatory
Lack of sign posts
Lack of toilets
Less shops
No big department store
No Christmas lights
No lift access
No smoking zone (smoking should be allowed in some places)
No trash cans
Noise of police sirens
Noisy trucks
Not clean, noise pollution
Not enough bins
Not enough going on in Holland Park
Not enough parks
Not pretty
Not well signposted at the station two exits, confusing
People
People stopping me for surveys
People talking on cell phones while walking
Place where you can walk
Police sirens all the time.
Portobello Market closed during the week
Posh areas
Pretention
Pretentious middle class people
Protestors against fur
Queue for car parks
Rain and building constructions
Road works (6)
Rude people

School groups
Smelly fish
Stalls in market selling the same things
The alcoholics hanging around
It is a bit dirty and run down
The railway over the city
The Underground (4)
Toilets on street and litter on streets
Too many 4 wheel drives and showing off their wealth
Too many big named shops
Too many cafes in the area
Too many small shops
Too many tourists (2)
Too much modernization/armed police
Ugly buildings (Earls Court)
Unorganised attractions scattered
Very noisy at night
Weather (9)
Would like wider streets

LONDON VISITORS

Age and Gender

Base: All London Residents		
	Total	%
	411	100
Male	196	48
Female	215	52
18-24	76	18
25-34	131	32
35-44	90	22
45-54	43	10
55-64	42	10
65+	26	6
Not Stated	3	1

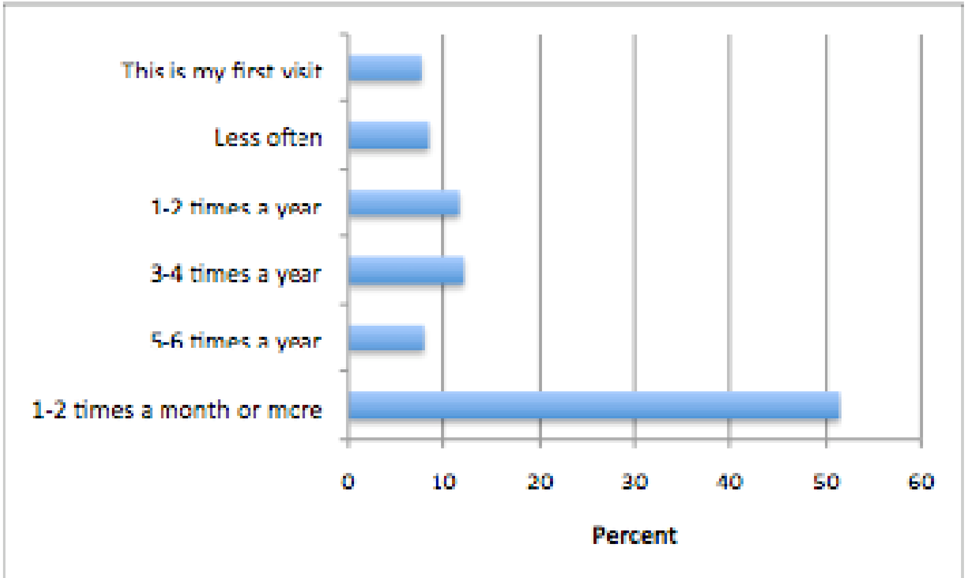


Place of Residence

Base: All London Residents		
	Total	%
	411	100
Hammersmith & Fulham	47	11
Westminster	39	9
Wandsworth	32	8
Lambeth	25	6
Islington	23	6
Camden	21	5
Ealing	21	5
Richmond upon Thames	20	5
Other	183	45

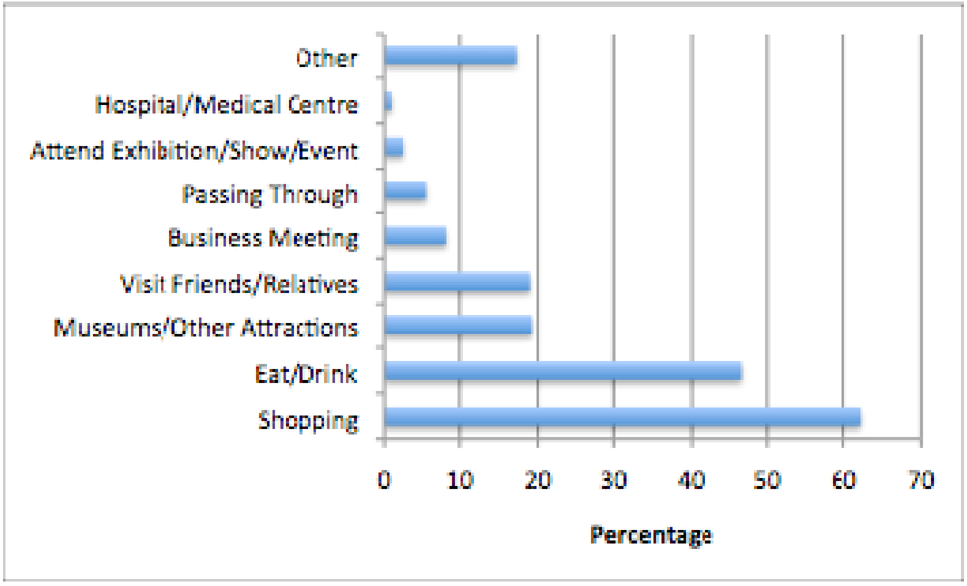
Frequency of Visits to Kensington and Chelsea

Base: All London Residents		
	Total	%
	411	100
Hammersmith & Fulham	47	11
Westminster	39	9
Wandsworth	32	8
Lambeth	25	6
Islington	23	6
Camden	21	5
Ealing	21	5
Richmond upon Thames	20	5
Other	183	45



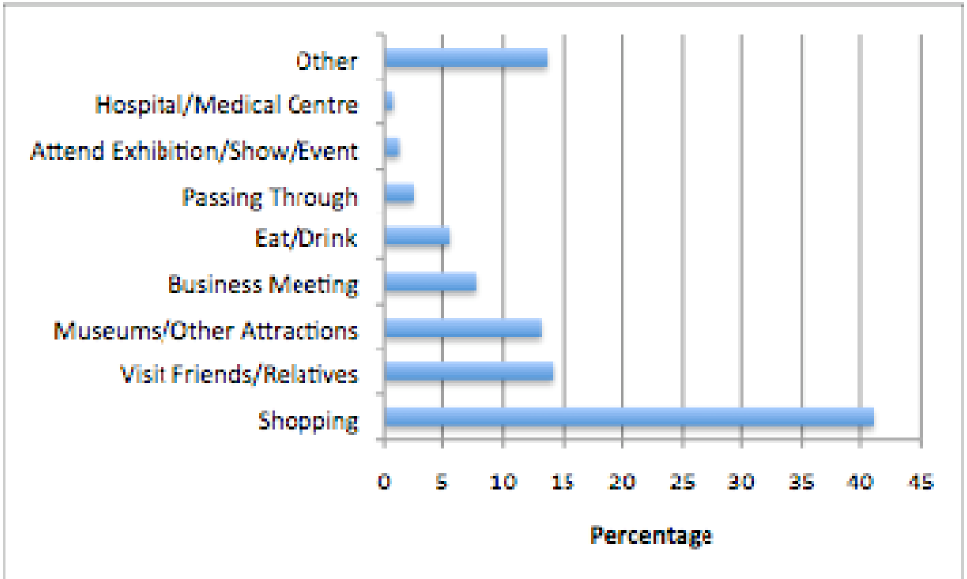
Activities Participated in duration Visit to Kensington and Chelsea

Base: All London Residents		
	Total	**%**
	411	100
Shopping	256	62
Eat/Drink	192	47
Museums/Other Attractions	79	19
Visit Friends/Relatives	78	19
Business Meeting	34	8
Passing Through	22	5
Attend Exhibition/Show/Event	10	2
Hospital/Medical Centre	4	1
Other	71	17



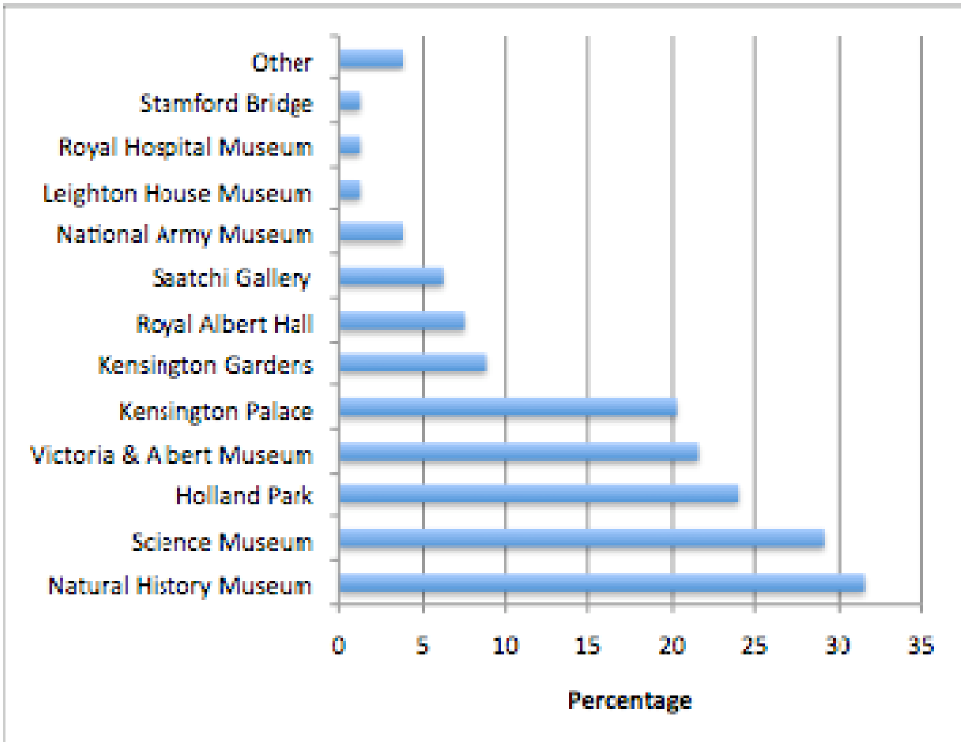
Main Purpose of Visit to Kensington and Chelsea

Base: All London Residents		
	Total	%
	411	100
Shopping	169	41
Visit Friends/Relatives	58	14
Museums/Other Attractions	54	13
Business Meeting	32	8
Eat/Drink	23	6
Passing Through	10	2
Attend Exhibition/Show/Event	5	1
Hospital/Medical Centre	3	1
Other	56	14
Don't Know	1	1



Museums and Attractions Visited

Base: All London Residents Visiting Museums/Attractions		
	Total	%
	79	100
Natural History Museum	25	32
Science Museum	23	29
Holland Park	19	24
Victoria & Albert Museum	17	22
Kensington Palace	16	20
Kensington Gardens	7	9
Royal Albert Hall	6	8
Saatchi Gallery	5	6
National Army Museum	3	4
Leighton House Museum	1	1
Royal Hospital Museum	1	1
Stamford Bridge	1	1
Other	3	4
Don't Know	6	8

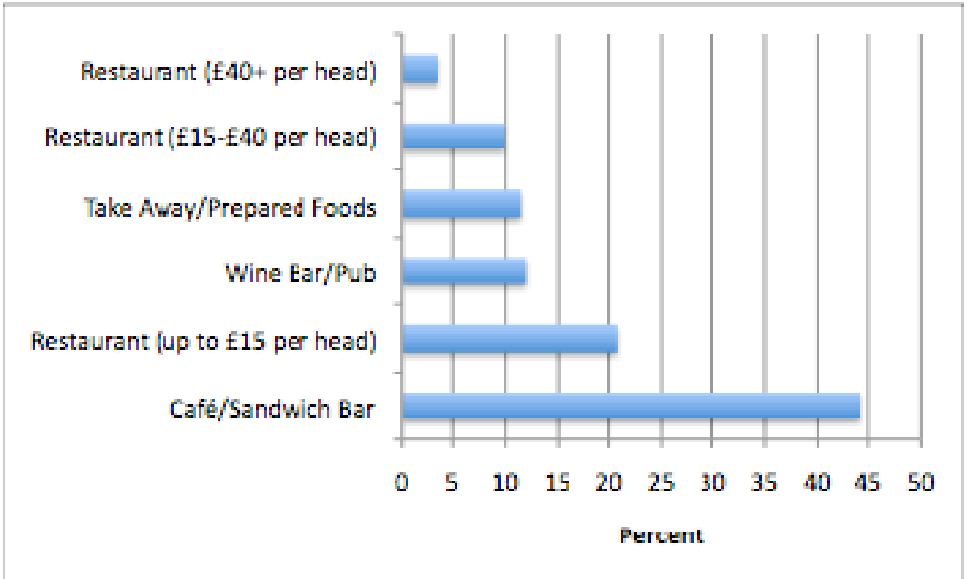


Shops Visited

Base: All London Residents Visiting Shops		
	Total	%
	256	100
Fashion Shops/Boutiques	86	34
Food and Drink	77	30
Peter Jones	66	26
Portobello Road Market	57	22
Harrods	55	21
Children's Toys/Clothes/Furniture	24	9
Harvey Nichols	18	7
Antiques Shops	17	7
Vintage Clothes	16	6
Furniture/Household Stores	15	6
Other	41	16
Don't Know	12	5

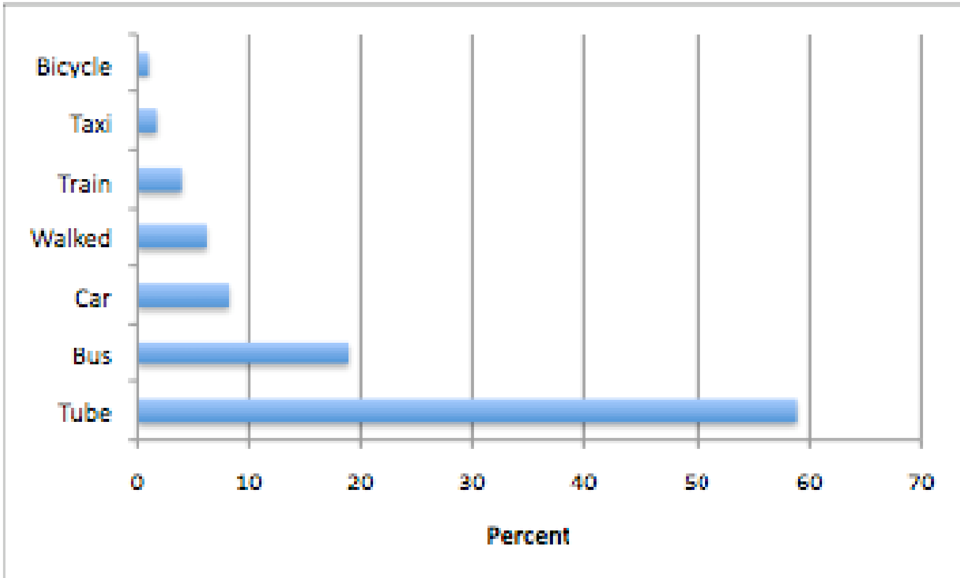
Food and Beverage Outlets Visited

Base: All London Residents Visiting Food/Beverage Outlets		
	Total	**%**
	192	100
Café/Sandwich Bar	85	44
Restaurant (up to £15 per head)	40	21
Wine Bar/Pub	23	12
Take Away/Prepared Foods	22	11
Restaurant (£15-£40 per head)	19	10
Restaurant (£40+ per head)	7	4
Don't Know	6	3



Type of Transport Used to Travel to Kensington and Chelsea

Base: All London Residents		
	Total	**%**
	411	100
Tube	242	59
Bus	78	19
Car	34	8
Walked	26	6
Train	17	4
Taxi	7	2
Bicycle	4	1
Coach	1	-
Motorbike	1	-
Don't Know	1	-



Visitors Staying in London Overnight (away from home)

Base: All London Residents		
	Total	%
	411	100
Yes	9	2
No	391	95
Don't Know	11	3

Base: All London Residents Staying in London Overnight		
	Total	%
	9	100
Stayed in Kensington & Chelsea	5	56
Stayed in another Borough	2	22
Don't Know	2	22

Base: All London Residents Staying in London Overnight		
	Total	%
	9	100
Friends/Relatives	4	44
Apartment	3	33
Hotel	2	22

Base: All London Residents Staying in London Overnight		
	Total	%
	9	100
Friend/Relative House	5	56
Location	2	22
Good Value for Money	1	11
Cheap	1	11
Someone else Booked Hotel	1	11
Recommended	1	11

Average Expenditure per Day per Person

Base: All Respondents who responded		
	Base	**£**
Shopping	232	93
Food and Drink	187	16
Museums/Attractions	42	4
Exhibition/Show/Event	6	21
Other	62	3
Total Spend (day visitors)		137
Total Spend (overnight visitors)		217

What Visitors Liked Best About Kensington and Chelsea

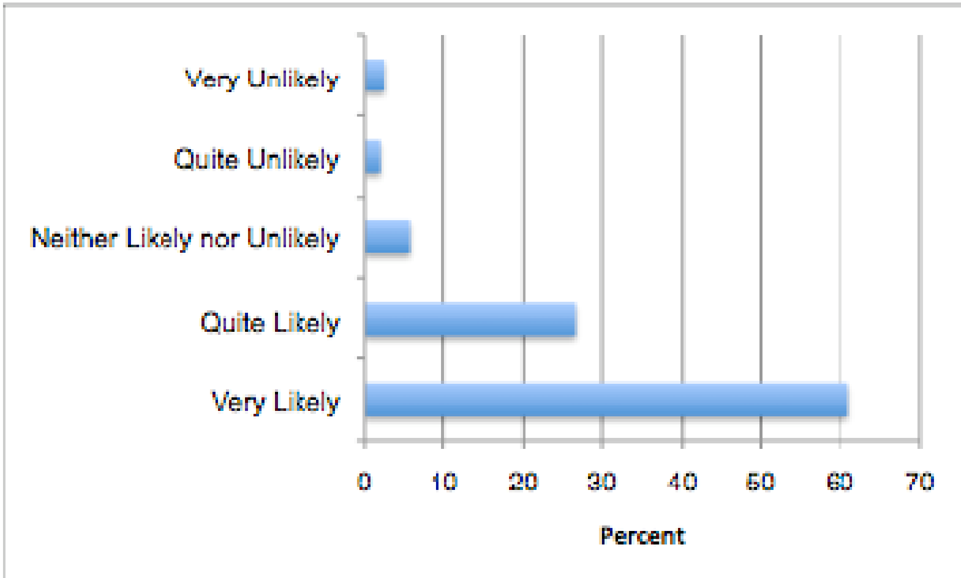
Base: All London Residents		
	Total	**%**
	411	100
Shops	125	30
Nice Area of London to Visit	89	22
Parks	54	13
Restaurants	48	12
Portobello Road Market	48	12
Historical Buildings	43	10
Museums	33	8
Peter Jones	30	7
Harrods	29	7
Fashion Shops/Boutiques	27	7
Transport	20	5
Science Museum	19	5
Victoria & Albert Museum	19	5
Holland Park	18	4
Natural History Museum	17	4
Kensington Palace	17	4
Antiques Shops	17	4
Kensington Gardens	14	3
Exhibitions/Shows/Events	13	3
Other	97	24

What Visitors Liked Least About Kensington and Chelsea

Base: All London Residents		
	Total	%
	411	100
Nothing	184	45
Expensive (General)	33	8
Expensive Shops	31	8
Crowded (General)	30	7
Crowded Transport	27	7
Crowded Shops	16	4
Poor Transport	15	4
Expensive Restaurants	12	3

Likelihood to Recommend to Friends/Relatives

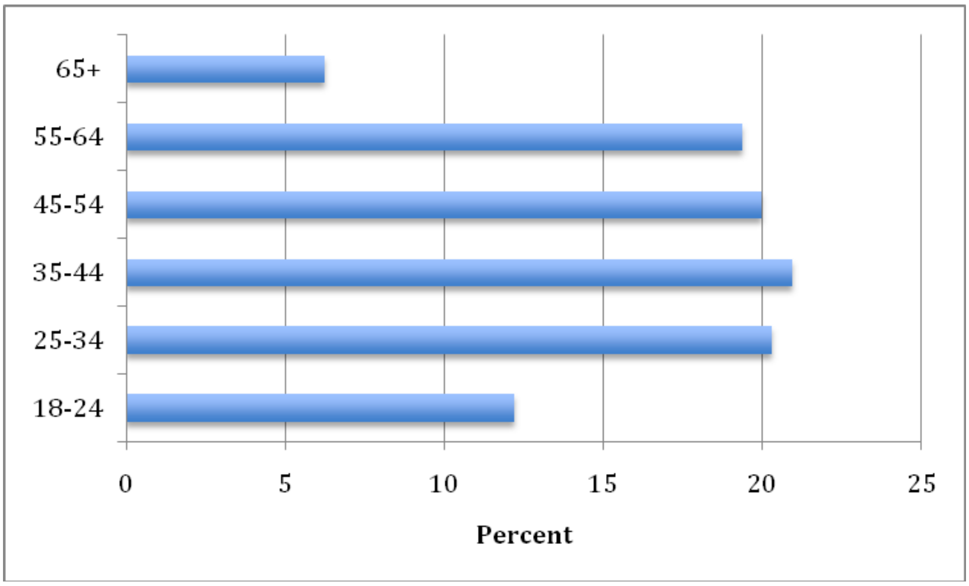
Base: All London Residents		
	Total	%
	411	100
Very Likely	251	61
Quite Likely	110	27
Neither Likely nor Unlikely	23	6
Quite Unlikely	8	2
Very Unlikely	10	2
Don't Know	9	2



UK VISITORS (LIVING OUTSIDE OF LONDON)

Age and Gender

Base: All UK (non London) Residents		
	Total	**%**
	320	100
Male	165	52
Female	155	48
18-24	39	12
25-34	65	20
35-44	67	21
45-54	64	20
55-64	62	19
65+	20	6
Not Stated	3	1

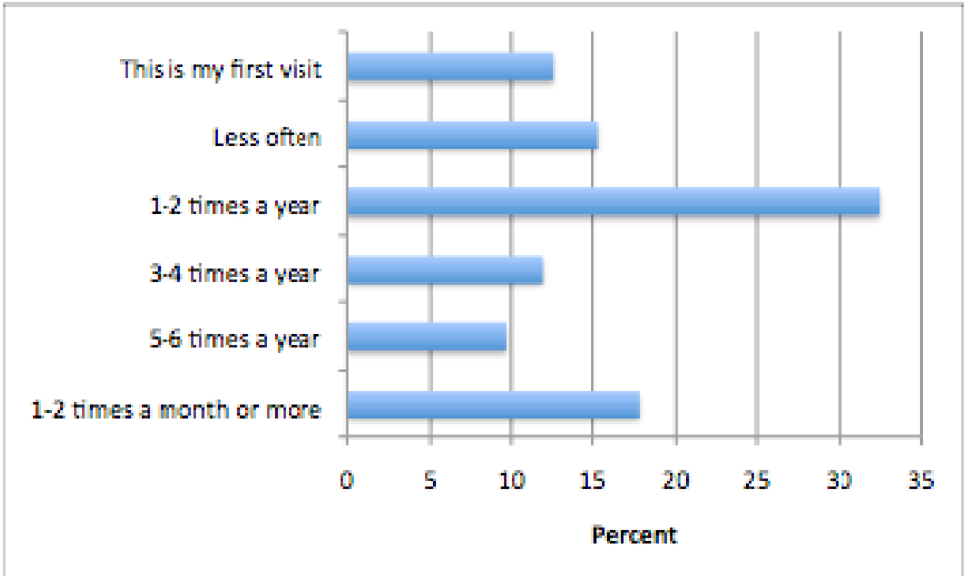


Country of Residence

Base: All UK (non-London) Residents		
	Total	**%**
	320	100
Kent	27	8
Sussex	27	8
Surrey	23	7
Yorkshire	20	6
Essex	18	6
Hampshire	18	6
Other	187	58

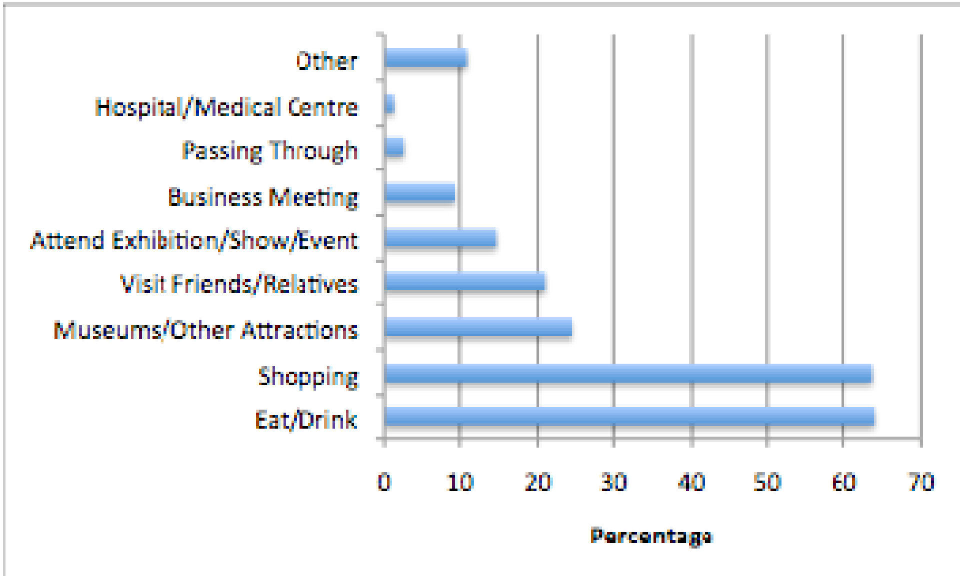
Frequency of Visits to Kensington and Chelsea

Base: All UK (non London) Residents		
	Total	**%**
	320	100
1-2 times a month or more	57	18
5-6 times a year	31	10
3-4 times a year	38	12
1-2 times a year	104	33
Less often	49	15
This is my first visit	40	13
Don't know	1	0



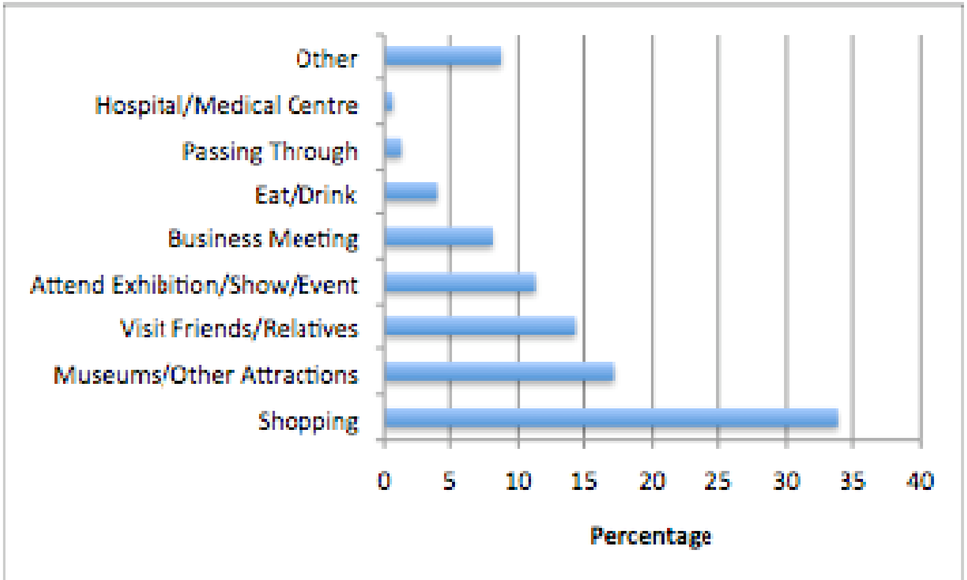
Activities Participated in during Visit to Kensington and Chelsea

Base: All UK (non London) Residents		
	Total	**%**
	320	100
Eat/Drink	205	64
Shopping	204	64
Museums/Other Attractions	79	25
Visit Friends/Relatives	67	21
Attend Exhibition/Show/Event	47	15
Business Meeting	30	9
Passing Through	8	3
Hospital/Medical Centre	4	1
Other	35	11
Don't Know	1	-



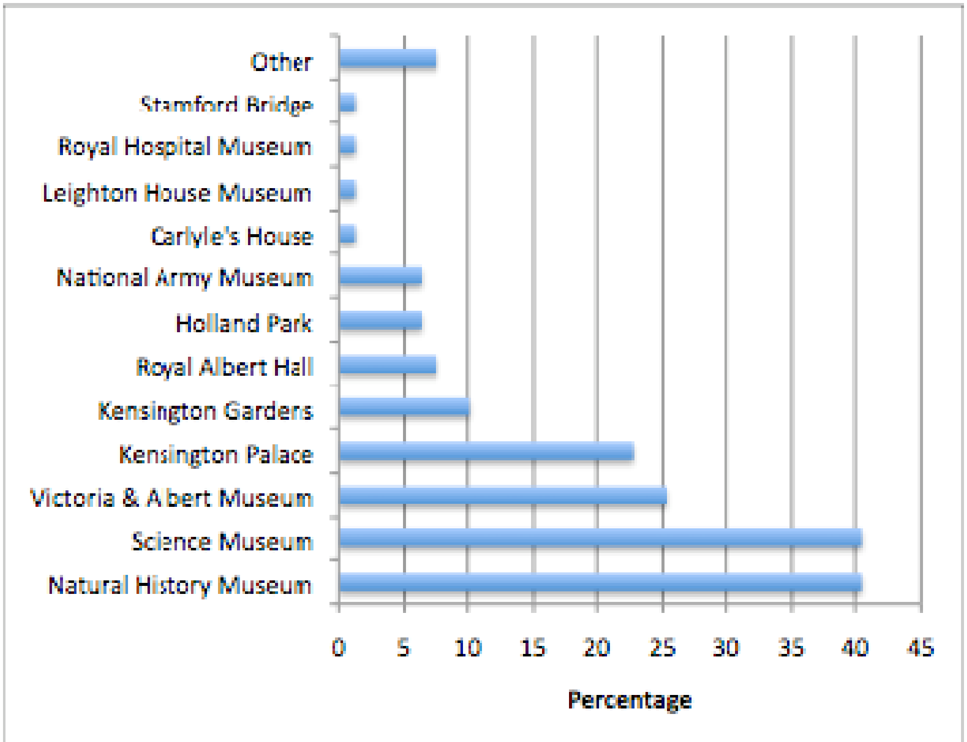
Main Purpose of Visit to Kensington and Chelsea

Base: All UK (non London) Residents		
	Total	**%**
	320	100
Shopping	108	34
Museums/Other Attractions	55	17
Visit Friends/Relatives	46	14
Attend Exhibition/Show/Event	36	11
Business Meeting	26	8
Eat/Drink	13	4
Passing Through	4	1
Hospital/Medical Centre	2	1
Other	28	9
Don’t Know	2	1



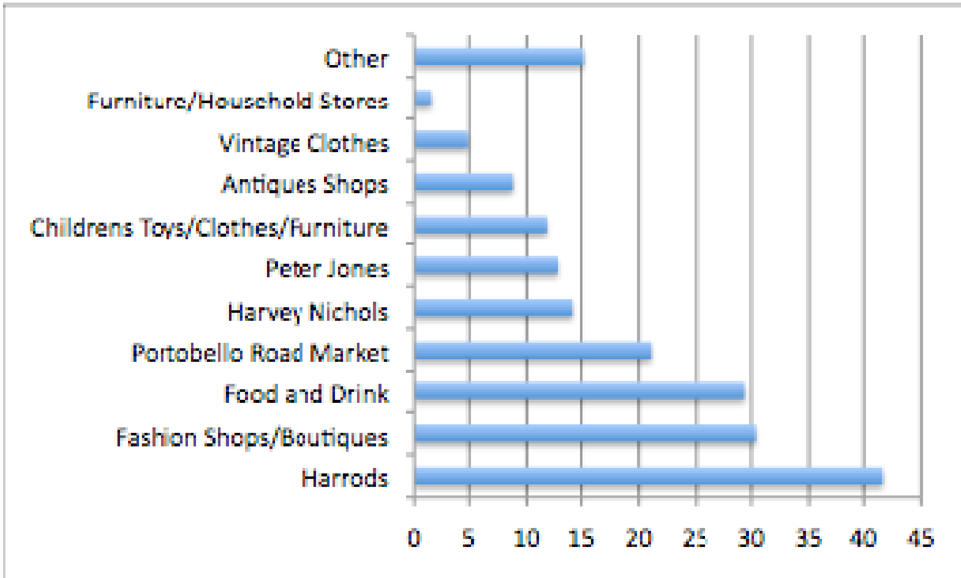
Museums and Attractions Visited

Base: All UK Residents who visited Museums/Attractions		
	Total	%
	79	100
Natural History Museum	32	41
Science Museum	32	41
Victoria & Albert Museum	20	25
Kensington Palace	18	23
Kensington Gardens	8	10
Royal Albert Hall	6	8
Holland Park	5	6
National Army Museum	5	6
Carlyle's House	1	1
Leighton House Museum	1	1
Royal Hospital Museum	1	1
Stamford Bridge	1	1
Other	6	8
Don't Know	6	8



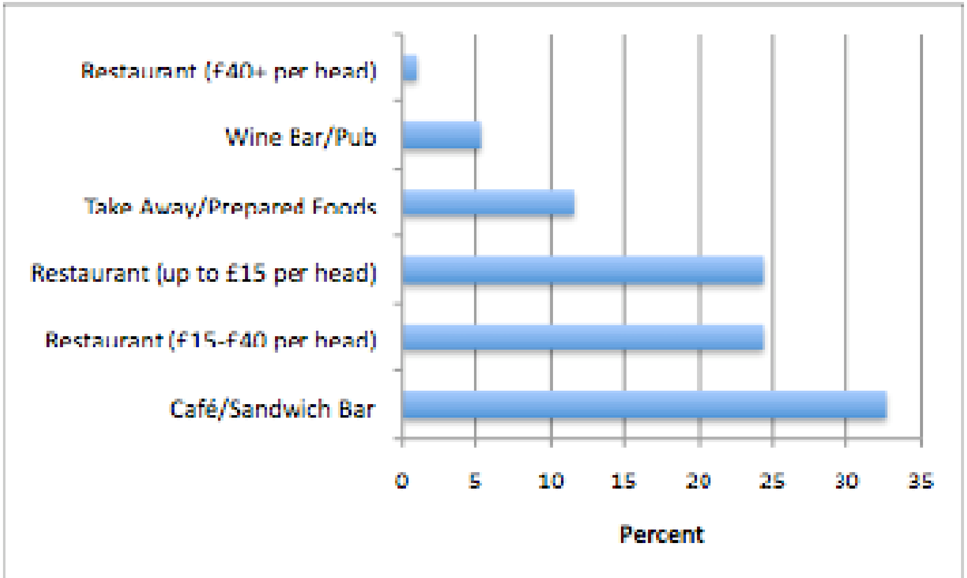
Shops Visited

Base: All UK Residents who visited Shops		
	Total	%
	204	100
Harrods	85	42
Fashion Shops/Boutiques	62	30
Food and Drink	60	29
Portobello Road Market	43	21
Harvey Nichols	29	14
Peter Jones	26	13
Children's Toys/Clothes/Furniture	24	12
Antiques Shops	18	9
Vintage Clothes	10	5
Furniture/Household Stores	3	1
Other	31	15
Don't Know	8	4



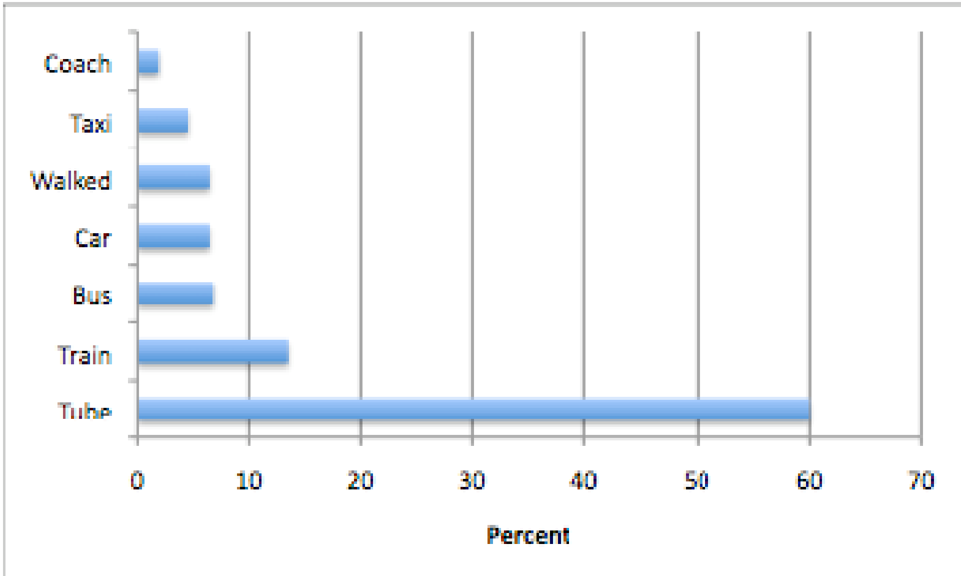
Food and Beverage Outlets Visited

Base: All UK Residents who visited Food/Beverage Outlets		
	Total	%
	205	100
Café/Sandwich Bar	67	33
Restaurant (£15-£40 per head)	50	24
Restaurant (up to £15 per head)	50	24
Take Away/Prepared Foods	24	12
Wine Bar/Pub	11	5
Restaurant (£40+ per head)	2	1
Don't Know	12	6



Type of Transport Used to Travel to Kensington and Chelsea

Base: All UK (non London) Residents		
	Total	**%**
	320	100
Tube	192	60
Train	43	13
Bus	22	7
Car	21	7
Walked	21	7
Taxi	15	5
Coach	6	2



Visitors Staying in London Overnight (away from home)

Base: All UK (non London) Residents		
	Total	**%**
	320	100
Yes	121	38
No	199	62

Base: All UK Residents Staying in London Overnight		
	Total	**%**
	121	100
Stayed in Kensington & Chelsea	55	45
Stayed in another Borough	66	55

Base: All UK Residents Staying in London Overnight		
	Total	**%**
	121	100
Hotel	72	60
Friends/Relatives	39	32
B&B/Guest House	6	5
Hostel	2	2
Other	2	2

Factors Affecting Accommodation Decision by Location

Base: All UK Residents Staying in London Overnight		
	Total	**%**
	121	100
Friend/Relative House	40	33
Location	26	21
Good Value for Money	22	18
Special Offer	11	9
Cheap	9	7
Someone else Booked Hotel	7	6
Booked as part of a Package	5	4
Recommended	5	4
Quality	5	4
Other	6	5
Don't Know	7	6

Spend per Night and Utilisation of Accommodation

Base: All Respondents		
	Base	**Average**
Average length of stay (nights)	101	2.4
Average Pax/Room	31	1.8
Average Spend/Person/Night (£)	31	61.0
Average Spend/Room/Night (£)	31	109.8

Average Expenditure per Day per Person

Base: All Respondents who responded		
	Base	**£**
Shopping	178	86
Food and Drink	196	19
Museums/Attractions	53	10
Exhibition/Show/Event	38	26
Other	34	14
Total Spend (day visitors)		155
Total Spend (overnight visitors)		216

What Visitors Liked Best About Kensington and Chelsea

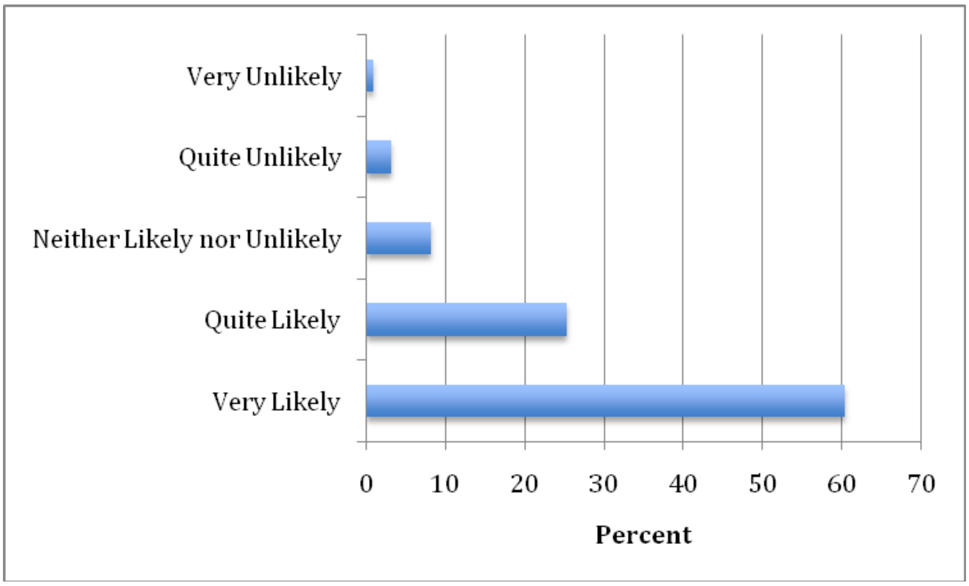
Base: All UK (non London) Residents		
	Total	**%**
	320	100
Shops	89	28
Nice Area of London to Visit	69	22
Harrods	48	15
Historical Buildings	46	14
Restaurants	38	12
Parks	32	10
Museums	30	9
Portobello Road Market	29	9
Transport	24	8
Exhibitions/Shows/Events	23	7
Science Museum	22	7
Fashion Shops/Boutiques	19	6
Peter Jones	17	5
Natural History Museum	15	5
Antiques Shops	15	5
Kensington Gardens	11	3
Victoria & Albert Museum	10	3
Harvey Nichols	10	3
Kensington Palace	8	3
Holland Park	8	3

What Visitors Liked Least About Kensington and Chelsea

Base: All UK (non London) Residents		
	Total	**%**
	320	100
Nothing	162	51
Crowded (General)	37	12
Crowded Transport	22	7
Crowded Shops	20	6
Expensive (General)	18	6
Expensive Shops	13	4

Likelihood to Recommend to Friends/Relatives

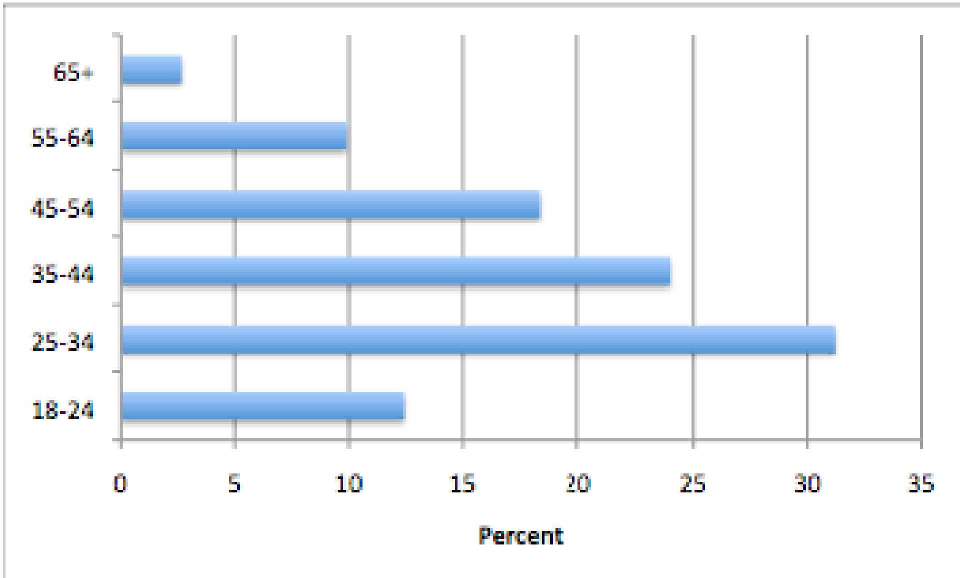
Base: All UK (non London) Residents		
	Total	**%**
	320	100
Very Likely	193	60
Quite Likely	81	25
Neither Likely nor Unlikely	26	8
Quite Unlikely	10	3
Very Unlikely	3	1
Don't Know	7	2



OVERSEAS VISITORS

Age and Gender

Base: All Overseas Respondents		
	Total	%
	404	100
Male	205	51
Female	199	49
18-24	50	12
25-34	126	31
35-44	97	24
45-54	74	18
55-64	40	10
65+	11	3
Not Stated	6	1

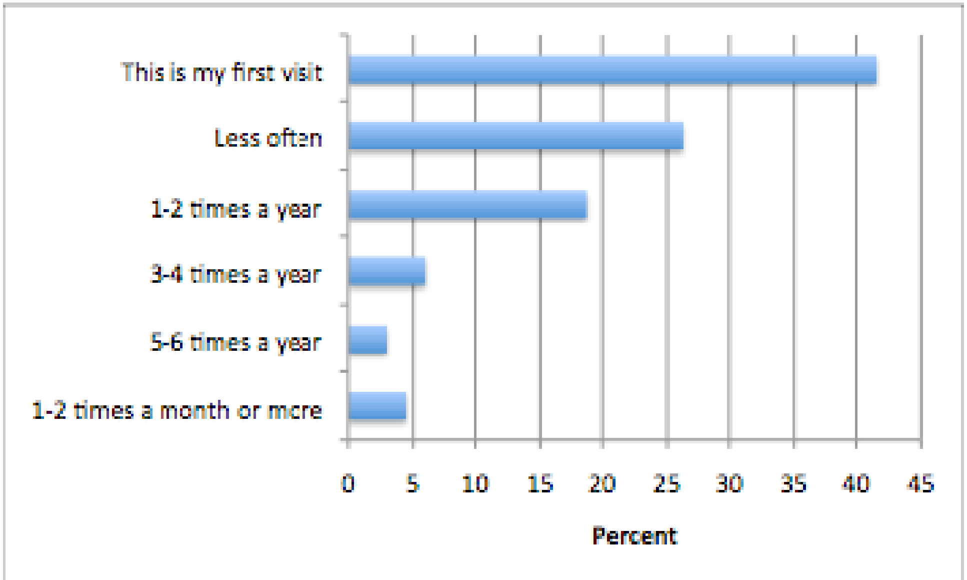


Country of Residence

Base: All Overseas Residents		
	Total	%
	404	100
USA	43	11
Spain	31	8
Italy	30	7
Australia	27	7
France	23	6
Germany	23	6
Holland	18	4
Irish Republic	14	3
Canada	13	3
Other	182	45

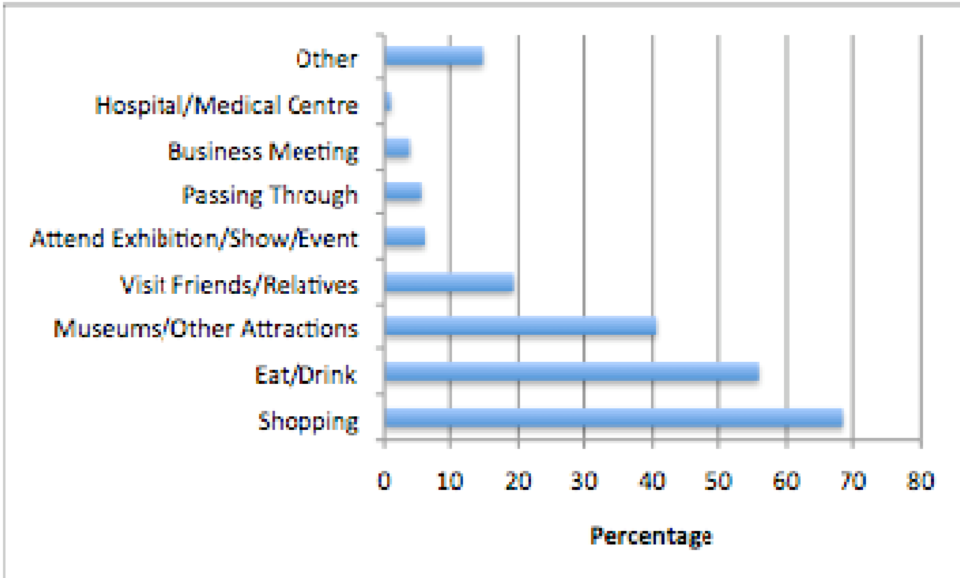
Frequency of Visits to Kensington and Chelsea

Base: All Overseas Respondents		
	Total	%
	404	100
1-2 times a month or more	18	4
5-6 times a year	12	3
3-4 times a year	24	6
1-2 times a year	76	19
Less often	106	26
This is my first visit	168	42



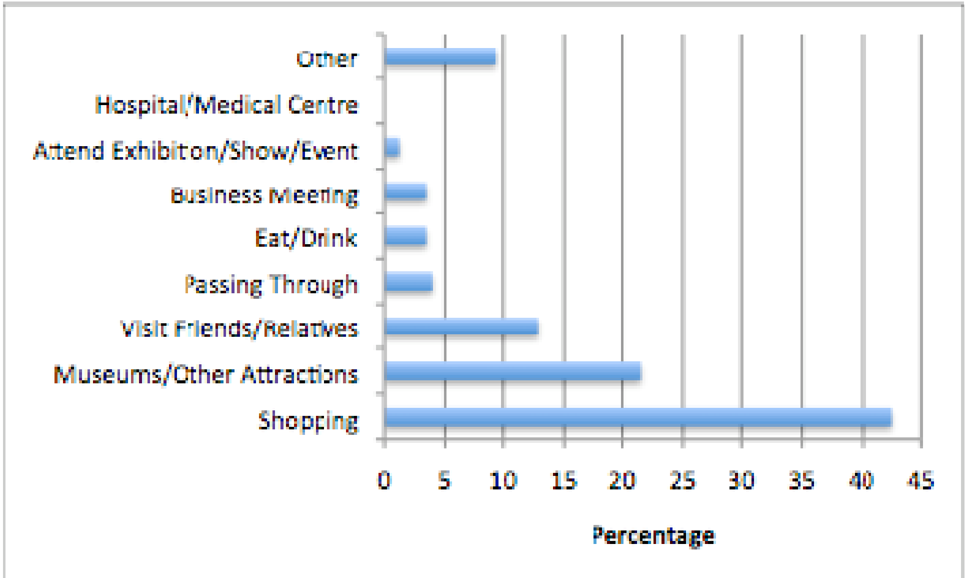
Activities Participated in during Visit to Kensington and Chelsea

Base: All Overseas Respondents		
	Total	**%**
	404	100
Shopping	277	69
Eat/Drink	226	56
Museums/Other Attractions	164	41
Visit Friends/Relatives	78	19
Attend Exhibition/Show/Event	24	6
Passing Through	22	5
Business Meeting	15	4
Hospital/Medical Centre	4	1
Other	60	15



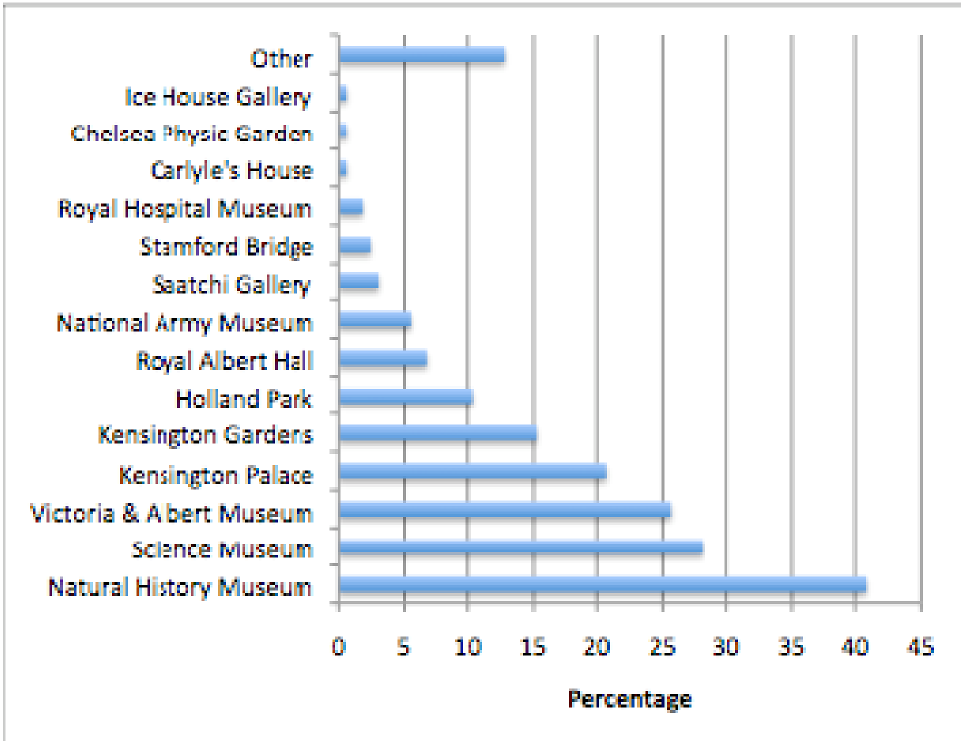
Main Purpose of Visit to Kensington and Chelsea

Base: All Overseas Respondents		
	Total	**%**
	404	100
Shopping	172	43
Museums/Other Attractions	87	22
Visit Friends/Relatives	52	13
Passing Through	16	4
Eat/Drink	14	3
Business Meeting	14	3
Attend Exhibition/Show/Event	5	1
Hospital/Medical Centre	2	-
Other	38	9
Don’t Know	4	1



Museums and Attractions Visited

Base: All Overseas who visited Museums/Attractions		
	Total	**%**
	164	100
Natural History Museum	67	41
Science Museum	46	28
Victoria & Albert Museum	42	26
Kensington Palace	34	21
Kensington Gardens	25	15
Holland Park	17	10
Royal Albert Hall	11	7
National Army Museum	9	5
Saatchi Gallery	5	3
Stamford Bridge	4	2
Royal Hospital Museum	3	2
Carlyle's House	1	1
Chelsea Physic Garden	1	1
Ice House Gallery	1	1
Other	21	13
Don't Know	20	12

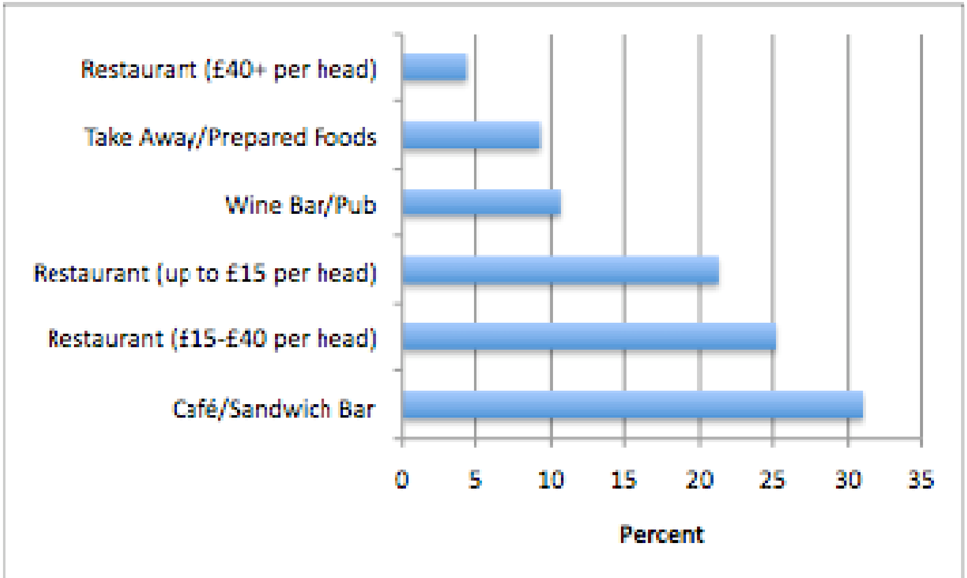


Shops Visited

Base: All Overseas who visited Shops		
	Total	**%**
	277	100
Harrods	127	46
Fashion Shops/Boutiques	101	36
Portobello Road Market	76	27
Food and Drink	73	26
Peter Jones	36	13
Antiques Shops	28	10
Harvey Nichols	25	9
Children’s Toys/Clothes/Furniture	25	9
Vintage Clothes	15	5
Furniture/Household Stores	10	4
Other	37	13
Don't Know	16	6

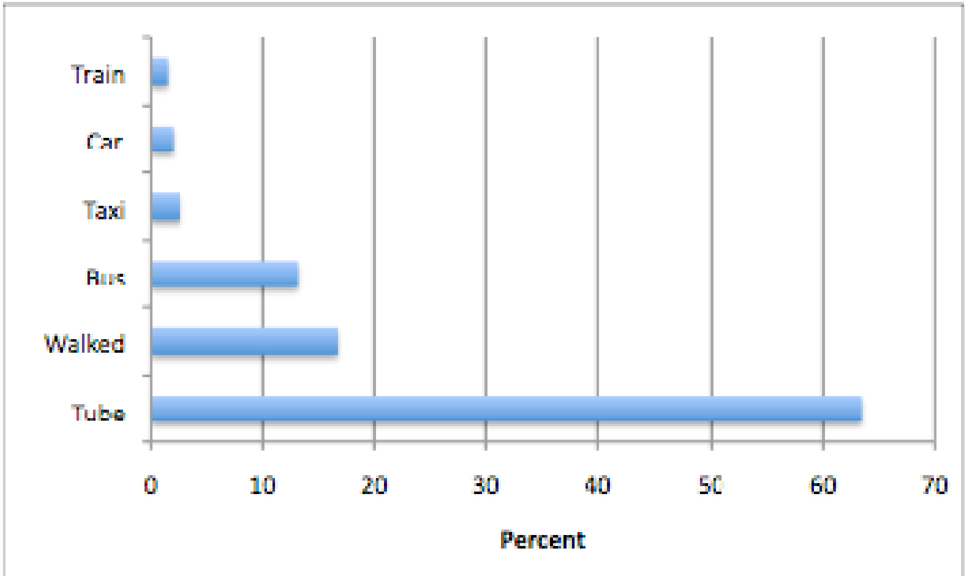
Food and Beverage Outlets Visited

Base: All Overseas who visited Food/Beverage Outlets		
	Total	%
	226	100
Café/Sandwich Bar	70	31
Restaurant (£15-£40 per head)	57	25
Restaurant (up to £15 per head)	48	21
Wine Bar/Pub	24	11
Take Away/Prepared Foods	21	9
Restaurant (£40+ per head)	10	4
Don't Know	17	8



Type of Transport Used to Travel to Kensington and Chelsea

Base: All Overseas Respondents	Total	%
	404	100
Tube	257	64
Walked	68	17
Bus	53	13
Taxi	11	3
Car	8	2
Train	6	1
Coach	1	-



Visitors Staying in London Overnight (away from home)

Base: All Overseas Respondents		
	Total	**%**
	404	100
Yes	373	92
No	31	8

Base: All Overseas Staying in London Overnight		
	Total	**%**
	373	100
Stayed in Kensington & Chelsea	187	50
Stayed in another borough	185	50
Don't Know	1	-

Base: All Overseas Staying in London Overnight		
	Total	**%**
	373	100
Hotel	202	54
Friends/Relatives	114	31
Apartment	29	8
B&B/Guest House	15	4
Hostel	8	2
Other	5	1

Factors Affecting Accommodation Decision

Base: All Overseas Staying in London Overnight		
	Total	**%**
	373	100
Friend/Relative House	115	31
Location	101	27
Good Value for Money	45	12
Cheap	41	11
Someone else Booked Hotel	28	8
Booked as part of a Package	24	6
Recommended	14	4
Special Offer	13	3
Quality	13	3
Other	21	6
Don't Know	15	4

Spend per Night and Utilisation of Accommodation

Base: All Respondents		
	Base	**Average**
Average length of stay (nights)	301	7.7
Average Pax/Room	117	1.9
Average Spend/Person/Night (£)	117	64.0
Average Spend/Room/Night (£)	117	121.6

Base: All Respondents who responded		
	Base	**£**
Shopping	246	100
Food and Drink	211	23
Museums/Attractions	103	15
Exhibition/Show/Event	18	46
Other	58	1
Total Spend (day visitors)		185
Total Spend (overnight visitors)		249

What Visitors Liked Best About Kensington and Chelsea

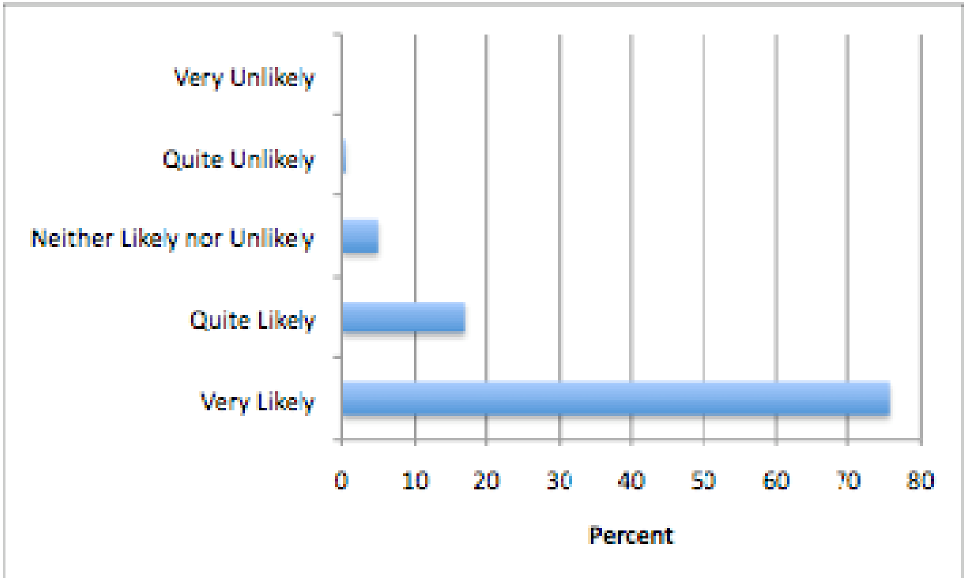
Base: All Overseas Respondents		
	Total	**%**
	404	100
Nice Area of London to Visit	107	26
Shops	105	26
Parks	61	15
Historical Buildings	60	15
Harrods	55	14
Restaurants	44	11
Portobello Road Market	40	10
Museums	37	9
Transport	33	8
Kensington Palace	28	7
Fashion Shops/Boutiques	27	7
Natural History Museum	24	6
Victoria & Albert Museum	23	6
Science Museum	22	5
Kensington Gardens	19	5
Accommodation	19	5
Antiques Shops	15	4
Peter Jones	13	3

What Visitors Liked Least About Kensington and Chelsea

Base: All Overseas Respondents		
	Total	**%**
	404	100
Nothing	195	48
Expensive (General)	43	11
Expensive Shops	27	7
Crowded (General)	18	4
Crowded Shops	15	4

Likelihood to Recommend to Friends/Relatives

Base: All Overseas Respondents		
	Total	**%**
	404	100
Very Likely	306	76
Quite Likely	69	17
Neither Likely nor Unlikely	20	5
Quite Unlikely	2	0
Very Unlikely	0	0
Don't Know	7	2



APPENDIX D

ACCOMMODATION SURVEY

APPENDIX E

BUSINESS SURVEY

APPENDIX F

RESIDENT SURVEY

APPENDIX G

RESIDENT SURVEY FINDINGS

Frequency of Friends/Family Staying

Base: All Respondents		
	Total	**%**
	600	100
Once a month or more often	160	27
5-6 times a year	68	11
3-4 times a year	86	14
1-2 times a year	108	18
Less often	27	5
Never	151	25

Average Number of Friends/Family Staying Each Time

Base: All Respondents who have Friends/Family to Stay		
	Total	**%**
	449	100
1	173	39
2	215	48
3	29	6
4	24	5
5	4	1
6	3	1
10	1	-
Average Friends/Family	**1.9**	

Average Number of Nights Friends/Family Stay

Base: All Respondents who have Friends/Family to Stay		
	Total	**%**
	449	100
1	95	21
2	164	37
3	69	15
4	31	7
5	23	5
6	2	-
7	45	10
8	1	-
10	8	2
12	1	-
14	4	1
15	1	-
21	3	1
28	1	-
30	1	-
Average Length of Stay	**3.3**	

Use of Amenities/Attractions in the Borough

Base: All Respondents who have Friends/Family to Stay (448)	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road
Use WITHOUT staying visitors	71	37	45	90	63	121	113
%	16	8	10	20	14	27	25
Use ONLY with staying visitors	87	43	51	27	55	35	12
%	19	10	11	6	12	8	3
Use BOTH with and without visitors	244	187	327	282	154	186	285
%	54	42	73	63	34	42	65
NEVER use the facility	47	182	25	50	176	102	23
%	10	41	6	11	39	23	5
Base: All Respondents who never have Friends/Family to Stay (151)							
Use the Facility	107	64	106	121	97	82	139
%	71	42	70	80	64	54	92

Impacts of Visitors on Trips to Amenities/Attractions

Base: All who used	509	331	529	520	370	429	562	3250
	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road	All
Visitors affect enjoyment	245	90	160	180	153	109	252	1169
%	48	27	30	35	41	25	45	37
Like livelier atmosphere of visitors	264	241	369	340	217	320	310	2061
%	52	73	70	65	59	75	55	63
Base: All who had not used	91	269	71	80	230	171	39	950
Do visitors affect you in a negative way?	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road	All
Yes	19	70	11	11	75	33	8	227
%	21	26	15	14	33	19	21	24
No	72	199	60	69	155	138	31	723
%	79	74	85	86	67	81	79	76

Importance and Impact of Key Events/Attractions

Base:	All Important for the Borough	All Affected in any way (+ve or -ve)	All Affected				
			How Affected				
			Crowded Streets	Traffic Congestion	Noise	Economic Benefit	Enjoy the Event
Base	600	600	223	223	223	223	223
Notting Hill Carnival	306	223	152	141	140	17	76
%	51	37	68	63	63	8	34
Base	600	600	170	170	170	170	170
Chelsea Flower Show	521	170	61	108	22	15	115
%	87	28	36	64	13	9	68
Base	600	600	112	112	112	112	112
The Museums	594	112	42	47	15	17	91
%	99	19	38	42	13	15	81

Resident Attitudes: Any disadvantages from having lots of visitors are outweighed by the benefit to the local economy

Base: All Respondents		
	Total	**%**
	600	100
Agree strongly	261	44
Agree slightly	187	31
Neither agree nor disagree	72	12
Disagree slightly	53	9
Disagree strongly	27	5

Resident Attitudes: On balance I wish there were fewer visitors to the Borough

Base: All Respondents		
	Total	**%**
	600	100
Agree strongly	46	8
Agree slightly	74	12
Neither agree nor disagree	71	12
Disagree slightly	184	31
Disagree strongly	225	38

Respondent Age Groups

Base: All Respondents		
	Total	**%**
	600	100
18-24	38	6
25-34	121	20
35-44	118	20
45-54	116	19
55-64	89	15
65+	118	20

Respondent Working Status

Base: All Respondents		
	Total	**%**
	600	100
Full Time (30+ hours/week)	267	45
Part Time (less than 30 hours/week)	69	12
Retired/Private pension	66	11
Retired/State pension	54	9
Student	31	5
Unemployed (more than 6 months)	18	3
Unemployed (less than 6 months)	10	2
Not working with state benefit only	7	1
Now working living on private means	6	1
Other	20	3
Housewife	43	7
Refused	9	2

Place of Employment

Base: All Working Full or Part Time		
	Total	**%**
	336	100
In the Borough of K&C	142	42
Not in the Borough of K&C	194	58

Respondent Ethnic Origin

Base: All Respondents		
	Total	**%**
	600	100
White - British	297	50
White - Irish	16	3
White - Other	162	27
Mixed race - white and black Carib.	5	1
Mixed race - white and Arican	1	-
Mixed rate - white and Asian	9	2
Any other mixed backgrounds	7	1
Black/Black British - Caribbean	12	2
Black/Black British - African	13	2
Black/Black British - Others	5	1
Asian/Asian British - Indian	7	1
Asian/Asian British - Pakistani	5	1
Asian/Asian British - African/Indian	1	-
Asian/Asian British - Other	7	1
Chinese	6	1
Filipino	4	1
Moroccan Arab	4	1
Other Arab	7	1
Any Other Backgrounds	18	3
Prefer Not to Say	14	2

Respondent Physical or Mental Impairment

Base: All Respondents		
	Total	**%**
	600	100
Physical Impairment	29	5
Mobility Impairment	27	5
Hearing Impairment	1	-
Visual Impairment	5	1
Learning Difficulty	2	0
Mental Health	9	2
Hidden Impairment	12	2
Other	34	6
No Answer	498	83
Refused	4	1

Respondent Gender

Base: All Respondents		
	Total	**%**
	600	100
Male	267	45
Female	333	56

NOTTING HILL CARNIVAL AREA

Impacts of Visitors on trips to Amenities and Attractions

Base: All who used living in W1C 5, W11 1, W11 2	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road	All
	109	73	109	124	132	82	124	753
Visitors affect enjoyment	48	19	32	44	52	21	49	265
%	*44*	*26*	*29*	*35*	*39*	*26*	*40*	*35*
Like lively atmosphere of visitors	61	54	77	80	54	61	75	486
%	*56*	*74*	*71*	*65*	*41*	*74*	*60*	*65*
Base: All who used living in W1C 5, W11 1, W11 2	33	69	33	18	10	60	18	241
Do visitors affect you in a negative way?	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road	All
Yes	4	15	6	0	3	9	2	39
%	*12*	*22*	*18*	*0*	*30*	*15*	*11*	*16*
No	29	54	27	18	7	51	16	202
%	*88*	*78*	*82*	*100*	*70*	*85*	*89*	*84*

Importance and Impact of Key Events/Attractions in the Borough

Base: All in W10 5, W11 1, W11 2	All Important for the Borough	All Affected in any way (+ve or -ve)	All Affected How Affected: Crowded Streets	Traffic Congestion	Noise	Economic Benefit	Enjoy the Event	Other
Base	142	142	115	115	115	115	115	115
Notting Hill Carnival	79	115	81	71	89	10	42	14
%	*56*	*81*	*70*	*62*	*77*	*9*	*37*	*12*
Base	142	142						
Chelsea Flower Show	119	16						
%	*84*	*11*						
Base	142	142						
The Museums	137	13						
%	*96*	*9*						

Resident Attitudes: Any disadvantages from having lots of visitors are outweighed by the benefits to the local economy

Base: All in W10 5, W11 1, W11 2	Total	%
	142	100
Agree strongly	54	38
Agree slightly	38	27
Neither agree nor disagree	22	15
Disagree slightly	19	13
Disagree strongly	9	6

Resident Attitudes: On balance I wish there were fewer visitors to the Borough

Base: All in W10 5, W11 1, W11 2	Total	%
	142	100
Agree strongly	12	8
Agree slightly	24	17
Neither agree nor disagree	20	14
Disagree slightly	36	25
Disagree strongly	50	35

CHELSEA FLOWER SHOW AREA

Impacts of Visitors on trips to Amenities and Attractions

Base: All who used living in SW3 3, SW3 4, SW3 5	103	85	116	89	50	92	60	610
	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road	All
Visitors affect enjoyment	52	27	31	31	18	19	24	202
%	49	32	27	31	36	21	40	33
Like livelier atmosphere of visitors	53	58	85	58	32	73	36	408
%	52	68	73	69	64	79	60	67
Base: All who used living in SW3 3, SW3 4, SW3 5	19	42	11	28	77	35	0	212
Do visitors affect you in a negative way?	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road	All
Yes	7	15	3	10	25	12	0	72
%	37	36	27	36	32	34	0	34
No	12	27	8	18	52	23	0	140
%	63	64	73	64	68	66	0	66

Importance and Impact of Key Events/Attractions in the Borough

Base: All in SW3 3, SW3 4, SW3 5	All Important for the Borough	All Affected in any way (+ve or -ve)	All Affected / How Affected: Crowded Streets	Traffic Congestion	Noise	Economic Benefit	Enjoy the Event	Other
Base	127	127						
Notting Hill Carnival	63	15						
%	50	12						
Base	127	127	119	119	119	119	119	119
Chelsea Flower Show	112	72	32	53	11	6	48	*
%	88	57	28	45	10	5	40	*
Base	127	127						
The Museums	127	21						
%	100	17						

Resident Attitudes: Any disadvantages from having lots of visitors are outweighed by the benefits to the local economy

Base: All in SW3 3, SW3 4, SW3 5		
	Total	%
	127	100
Agree strongly	63	50
Agree slightly	35	28
Neither agree nor disagree	13	10
Disagree slightly	10	8
Disagree strongly	6	5

Resident Attitudes: On balance I wish there were fewer visitors to the Borough

Base: All in SW3 3, SW3 4, SW3 5		
	Total	%
	127	100
Agree strongly	63	50
Agree slightly	35	28
Neither agree nor disagree	13	10
Disagree slightly	10	8
Disagree strongly	6	5

MUSEUMS AREA

Impacts of Visitors on trips to Amenities and Attractions

Base: All who used living in SW7 2, SW7 3, SW7 4, SW7 5	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road	All
	132	76	137	129	76	115	134	799
Visitors affect enjoyment	71	19	38	43	32	33	70	306
%	54	25	28	33	42	29	52	38
Like livelier atmosphere of visitors	61	57	99	86	44	82	64	493
%	46	75	72	67	58	71	48	62

Base: All who used living in SW7 2, SW7 3, SW7 4, SW7 5 Do visitors affect you in a negative way?	Museums	Bars	Restaurants	Parks/ Gardens	Portobello/ Golborne Markets	Ent'ment Venues	Kensington High Street/ Kings Road	All
	10	66	5	13	66	27	8	195
Yes	3	18	1	3	17	6	1	49
%	30	27	20	23	26	22	13	25
No	7	48	4	10	49	21	7	146
%	70	73	80	77	74	78	88	75

Importance and Impact of Key Events/Attractions in the Borough

Base: All in SW7 2 SW7 3 SW7 4 and SW7 5	All Important for the Borough	All Affected in any way (+ve or -ve)	All Affected How Affected: Crowded Streets	Traffic Congestion	Noise	Economic Benefit	Enjoy the Event	Other
Base	142	142						
Notting Hill Carnival	65	26						
%	46	18						
Base	142	142						
Chelsea Flower Show	127	40						
%	89	28						
Base	142	142	115	115	115	115	115	115
The Museums	142	44	22	26	7	9	35	3
%	100	31	19	23	6	8	30	3

Resident Attitudes: Any disadvantages from having lots of visitors are outweighed by the benefits to the local economy

Base: All in SW7 2, SW7 3, SW7 4, SW7 5	Total	%
	142	100
Agree strongly	72	51
Agree slightly	41	29
Neither agree nor disagree	14	10
Disagree slightly	9	6
Disagree strongly	6	4

Resident Attitudes: On balance I wish there were fewer visitors to the Borough

Base: All in SW7 2, SW7 3, SW7 4, SW7 5	Total	%
	142	100
Agree strongly	10	7
Agree slightly	18	13
Neither agree nor disagree	13	9
Disagree slightly	50	35
Disagree strongly	51	36