

THE LONDON RESORT

The London Resort Development Consent Order

BC080001

Environmental Statement Volume 2: Appendices

Appendix 7.9 – Retail and Leisure Impact Assessment

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Planning Act 2008

The Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulations 2009

Regulation 5(2)(a)

The Infrastructure Planning (Environmental Impact Assessment) Regulations 2017

Regulation 12(1)

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Revisions

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Executive Summary

This assessment responds to the requirement in paragraph 89 of the NPPF that an impact assessment be undertaken when a development includes retail and leisure development which is not within a defined centre and is above the defined threshold. The NPPF, at paragraph 90, indicates that an application can be refused if a significant adverse impact is identified to arise against existing or planned investment in a centre or town centre vitality and viability. This assessment concludes that no such significant adverse impacts will occur as a result of the London Resort.

This assessment has focused on impacts within the Core Study Area (CSA – Dartford, Gravesham and Thurrock). These have been quantified at two geographies: Dartford and Gravesham, and the CSA. The town centres in these boroughs have, in keeping with the national trend, been in decline as a result of increased online shopping. The restrictions to trade as a result of the pandemic have accelerated this trend for many stores. A general need for high streets to diversify has been identified in order for them to remain attractive to the varying requirements of visitors, providing not only retail but also leisure and other facilities. This will render them more viable in the future, capitalising on growing populations and increasing spending.

The majority of the retail and leisure offering at London Resort will be on the Kent Project Site.¹ The offering will be unique and different to anything provided in existing retail and leisure centres in Dartford and Gravesham. For example, it is expected that restaurants and merchandise will be London Resort themed and the restaurants will be experience-based. The offer is therefore not expected to directly compete with existing CSA businesses. However, in order to be conservative, the impacts presented in this assessment are reflective of an absolute worst case which takes the London Resort offer to be directly comparable and competitive with that of the CSA.

On the Kent Project Site, retail and leisure provision will be provided both outside and inside the payline. The provision outside the payline (known as the Retail, Dining and Entertainment or the RDE element) is more accessible to the CSA residents and so has greater potential to divert trade. These RDE impacts are the main focus of the assessment. The RDE includes: 1,800 m² GEA comparison retail (this is equivalent to 1% of the comparison floorspace at Bluewater or an increase of 0.7% in Dartford floorspace and 0.3% of CSA floorspace); 17,000 m² GEA food and beverage (F&B); and a music venue. There is potential that a secret cinema may also be provided. This is not confirmed but has been included in this assessment to be conservative. The RDE component will also include the Coliseum; an area capable of hosting many events such as e-Sports. Given that e-Sports is a new market (particularly at the CSA level), its provision is not expected to have any significant adverse impacts on existing CSA businesses.

Future turnover in key assessment years (2025, 2030 and 2038) was modelled for comparison and convenience retail, F&B, cinemas and theatres, and music venues. This takes account of

¹ There is potential for a small offer on the Essex Project Site at Tilbury (such as a cup of coffee) but this does not have the potential to impact upon retail and leisure provision in Thurrock or the CSA and so was scoped out of the assessment.

increasing population and increasing spend per capita. This future turnover provides a baseline against which to assess the spend impacts of the London Resort.

Maximum trade diversion impacts were calculated by estimating RDE turnover. For retail and F&B, this was estimated using sales densities, accounting for future density growth as a result of increasing sales efficiency. The secret cinema and music venue turnover was estimated based on industry benchmarking. Attendance catchments from Leisure Development Partners (LDP) were used to estimate the proportion of total RDE turnover from CSA residents.

The London Resort will generate a large number of visitors and workers who will spend time and money in the CSA, partially offsetting any diversion of spending that might occur. Offset impacts have been estimated for three groups: daily worker spend, visitor spend, and on-site resident workers who will be living in the on-site accommodation.

The offset impacts are subtracted from the maximum trade diversion impacts to provide a worst case net impact upon turnover. This assessment found that, overall, at the Dartford and Gravesham geography, the London Resort is expected to have:

- a positive net impact on comparison goods of between 0.1% (2025) and 0.3% (2038);
- a positive net impact on convenience goods of between 0.4% (2025) and 0.8% (2038). There may be potential for the London Resort to deliver a small amount of convenience goods provision if required to support the on-site accommodation. Given its small size, the impact upon convenience goods is still expected to be net positive if the on-site provision is delivered;
- a negative net impact on F&B of between -4.8% (2025) and -4.1% (2038);
- a negative net impact on cinemas and theatres of between -1.8% (2025) and -1.5% (2038) if the London Resort secret cinema is delivered. If it is not delivered, this will be a net positive impact; and
- a negative net impact on music venues of between -1.8% (2025) and -1.3% (2038).

This assessment concludes that none of these impacts constitute significant adverse effects. The impacts are even smaller at the CSA geography.

The assessment then estimates the net impacts on key centres. The main results are summarised in the table below. The impact is expected to be very small and positive for comparison retail at all three locations. For F&B, the net impacts are negative at all three locations. Whilst the nominal net F&B impact is larger at Bluewater than Dartford and Gravesend town centres, the larger turnover at Bluewater means it experiences a lower proportional net impact.

	Comparison			F&B		
	2025	2030	2038	2025	2030	2038
Bluewater	0.1%	0.2%	0.2%	-2.7%	-2.4%	-2.3%
Dartford town centre	0.2%	0.4%	0.4%	-6.5%	-5.9%	-5.6%
Gravesend town centre	0.2%	0.4%	0.4%	-6.4%	-5.8%	-5.6%

The assessment also considers future centres and future developments. The key developments relevant to the assessment are the expansion of Bluewater, planned regenerations of Dartford and Gravesend town centres and the allocated future centre at Eastern Quarry. The majority of the planned provision is retail. Given the very minimal impacts of London Resort upon retail, it is not expected to have any material impact upon this future provision. The extent and type of F&B provision at these future centres is smaller, but given the focus will be on higher quality, attracting better quality F&B providers, the impact of London Resort is also unlikely to be significant.

This assessment has made a number of highly conservative assumptions. One is that it does not account for other retail and leisure spend that the on-site workers will be generating, including takeaways. Takeaway spend might occur at some of the F&B restaurants in the CSA, increasing the F&B offset and decreasing the net negative impact.

Another way in which the assessment is conservative is that it assumes that the London Resort offer is sufficiently similar to the existing CSA offer to directly compete and divert trade. In reality, it is far more likely that the spend by CSA residents at the London Resort will be additional or displaced from further afield (given that there are no similar spend opportunities in the CSA). Another scenario considers the impacts where more of the RDE spend by Dartford and Gravesham residents is retained within the area, clawing back expenditure which currently leaks out of the area. In this scenario, Dartford and Gravesham would retain 1% of leaked comparison spend, 28% of leaked F&B spend, 16% of cinema and theatre spend, and 7% of music venue spend. There would be no trade diversion impact on Dartford and Gravesham businesses, but the positive offset impacts would still apply.

The offer inside the payline (the theme parks and water park) is also expected to retain CSA resident spend that is otherwise leaking outside the CSA. The retained CSA resident spend is estimated to be approximately £4.9m in 2025 and £6.8m in 2038.

Overall, the London Resort will provide the CSA with a more diverse retail and leisure offer, increasing the vitality and destination appeal of the location. The London Resort is not expected to have a significant adverse impact on existing or future centres viability. This assessment has deliberately applied very conservative, worst-case assumptions. Even under the most conservative of these, no significant adverse impacts are anticipated. In reality, the offer will be so different and unique to that of the CSA businesses that spend at the London Resort is expected to be additional or displaced from further afield than the CSA, representing a benefit to the CSA and an opportunity to capture more spending and economic activity within the local area.

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Chapter One ◆ Introduction

PROJECT DESCRIPTION

- 1.1. The London Resort will be a nationally significant visitor attraction and leisure resort, built largely on brownfield land at Swanscombe Peninsula in Kent on the south bank of the River Thames and with supporting transport and visitor reception facilities on the northern side of the river in Essex.
- 1.2. A detailed description of the Proposed Development is provided Chapter 3: *Project Description* (document reference 6.1.3). The focus of the Resort will be a ‘Leisure Core’ containing a range of events spaces, themed rides and attractions, entertainment venues, theatres and cinemas, developed in landscaped settings in two phases known as Gate One and Gate Two (‘the Gates’). Outside the Gates will be a range of ancillary retail, dining and entertainment facilities in an area known as the Market.
- 1.3. The Resort will also include hotels, a water park connected to one of the hotels, a conference and convention centre known as a ‘conferention centre’, a Coliseum (capable of hosting e-Sports events), creative spaces, a transport interchange including car parking, ‘back of house’ service buildings, an energy centre, a wastewater treatment works and utilities required to operate the Resort. Related staff accommodation is also proposed to accommodate some of the Resort’s employees.
- 1.4. Substantial improvements are proposed to transport infrastructure. This will include a new direct road connection from the A2(T) and a dedicated transport link between Ebbsfleet International Station, the Resort and a passenger ferry terminal beyond. The ferry terminal would serve visitors arriving by ferry on the River Thames from central London and Tilbury. A coach station is also proposed. On the northern side of the Thames to the east of the Port of Tilbury, additional coach and car parking and a passenger ferry terminal are proposed to serve the Resort.
- 1.5. The London Resort would involve an extensive restoration of land used in the past for mineral extraction, waste disposal and industrial activities including cement and paper production, with a comprehensive landscape strategy proposed incorporating the retention and enhancement of wildlife habitats.

SITE DESCRIPTION

- 1.6. The Project Site lies approximately 30 km east-south-east of central London on the south and north banks of the River Thames, in the ceremonial counties of Kent and Essex. For clarity, the section of the Project Site to the south of the River Thames is referred to as the ‘Kent Project Site’ and that to the north of the river is identified as the ‘Essex Project Site’. The term ‘Project Site’ refers to both the Kent and Essex Project Sites collectively. The

'Order Limits' within which the proposed DCO would apply are shown on the Location Plan (document reference 2.1).

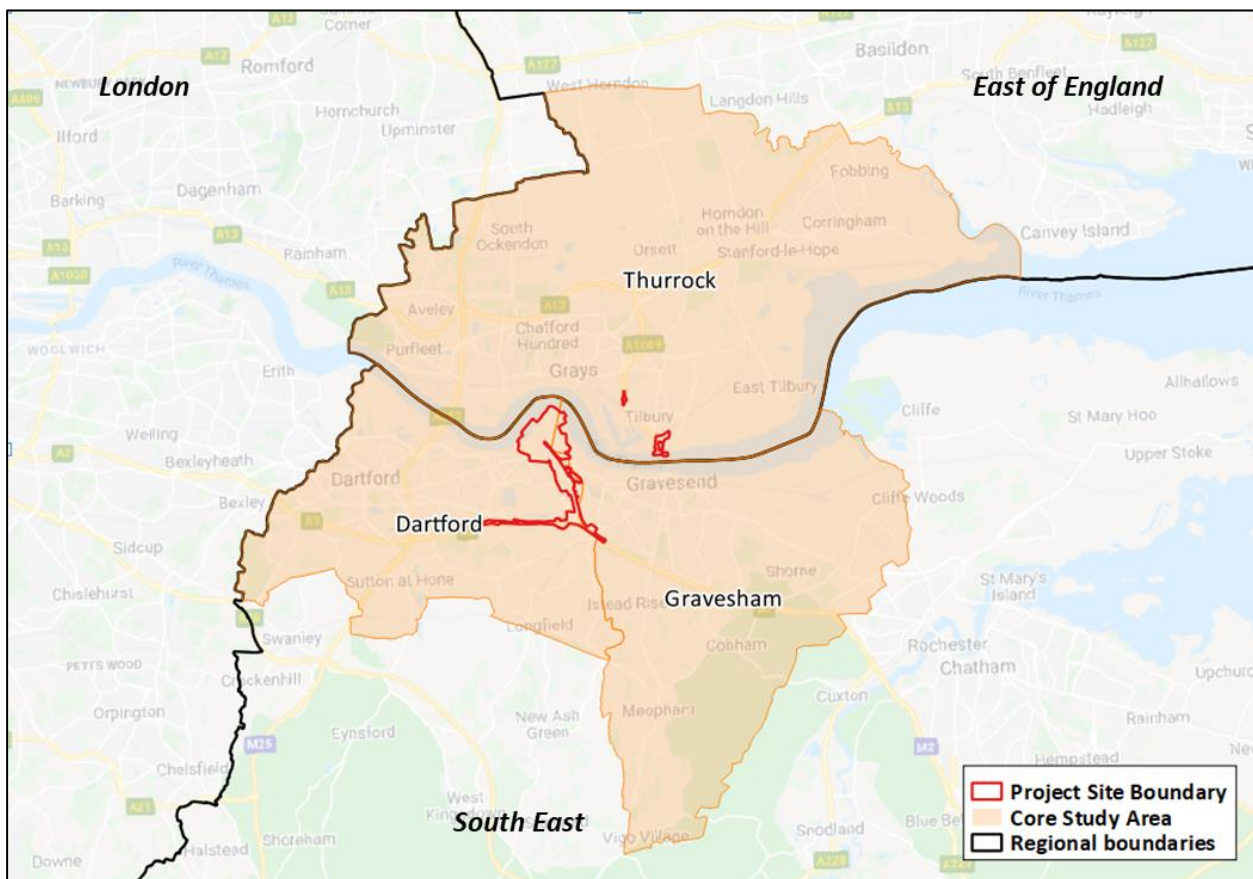
- 1.7. The Kent Project Site occupies much of the Swanscombe Peninsula, formed by a meander in the River Thames, and includes a corridor for transport connections extending generally southwards to the A2(T). It also includes a section of the A2(T) corridor approximately 3.5 km in length between the existing Bean junction to the west (A2(T) / B255) and Pepper Hill (A2(T) / B262) to the east. The Kent Project Site occupies 387.53ha of land in a complex shape.
- 1.8. The Kent Project Site includes land falling within the jurisdiction of Dartford Borough Council (DBC) to the west and Gravesham Borough Council (GBC) to the east. The majority of the Kent Project Site also falls within the Ebbsfleet Garden City, established in April 2015, for which Ebbsfleet Development Corporation (EDC) is the Local Planning Authority.
- 1.9. The High Speed 1 (HS1) line crosses the Kent Project Site along an approximate north-west to south-east axis. The urban areas of Stone, Greenhithe, Ingress Park and Swanscombe lie to the west and south. These are largely residential in character, with commercial uses concentrated on Stone's river frontage. Beyond Greenhithe to the south-west of the Kent Project Site lies Bluewater shopping centre, a significant regional retail destination. To the east of the Kent Project Site lies Northfleet, a neighbourhood of mixed residential and commercial uses.
- 1.10. Across the southern and south-eastern parts of the Swanscombe Peninsula is an extensive industrial area concentrated around Manor Way, Galley Hill and London Road. To the south of the A2(T) the land is more open and rural in character, with small settlements amid farmland and woodland blocks. Most of this area lies in the Metropolitan Green Belt.
- 1.11. The Essex Project Site includes areas of land east of the A1089 Ferry Road and the Tilbury Ferry Terminal, incorporating the London International Cruise Terminal and non-contiguous the Asda roundabout at the junction of the A1089 St Andrews Road / Dock Road, Windrush Road and Thurrock Park Way. The Essex Project Site is 25.54 hectares in area.
- 1.12. The Essex Project Site falls within the jurisdiction of Thurrock Council, a unitary authority. The Essex Project Site lies immediately to the east of the existing port of Tilbury and to the west of Tilbury2, a new port currently under construction. At the south-east corner of the Port lies the Tilbury Ferry Terminal incorporating the London International Cruise Terminal (a grade II* listed building featuring a floating landing stage and series of bridge structures). The Asda roundabout is located to the north of the port of Tilbury and incorporates highway land.

THE RETAIL AND LEISURE IMPACT ASSESSMENT

- 1.13. This report assesses the impact on nearby policy-defined centres as a result of the retail and leisure provision proposed within the London Resort.

1.14. For the purposes of this assessment, the impact is considered within the three host boroughs: Dartford, Gravesham and Thurrock. Together, these comprise the CSA, consistent with the main assessment in Chapter 7: *Land use and socio economics* (document reference 6.1.7). These are shown in Figure 1-1, in the context of the Project Site Boundary (PSB).

Figure 1-1: CSA in which the majority of retail and leisure impacts are expected to occur



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- 1.15. The London Resort will be a significant visitor attraction and support a large workforce. Both workers and visitors are expected to visit and spend in local centres on retail, F&B, accommodation.
- 1.16. The London Resort will also contribute significantly to retail and leisure provision, offering an addition to local tourist attractions, cultural assets, event spaces and e-Sports facilities.
- 1.17. The offering at the London Resort will be completely unique, meaning that it will not directly compete for trade with existing local centres. However, this report has assessed the absolute worst case scenario which assumes that the offerings are similar enough to displace trade from existing centres. This makes the assessment consistent with traditional retail impact assessment methodology. However, it must be noted that the

conclusions drawn from the assessment are the most conservative scenario possible, and that, in reality, the true impact is not expected to reflect these. Sensitivity tests have been conducted to assess more realistic scenarios.

- 1.18. The majority of the retail and leisure offering on the Kent Project Site. There is the potential for minimum provision at Tilbury, such as coffee or bottled water, however this will be extremely small, only appealing to those purchasing a ticket or waiting for a ferry. In this way, it has no potential to significantly impact on retail and leisure provision in Thurrock and the CSA and is scoped out of this assessment.
- 1.19. At the Kent Project Site, the retail and leisure offering is split into that inside and outside the payline. The offer outside the payline is more accessible to the public and so has a greater potential to directly compete with existing CSA businesses. The potential impacts of these two different elements of the London Resort are therefore disaggregated and the basis for this split is explained.
- 1.20. This assessment assesses impacts at two geographical levels: Dartford and Gravesham, and the whole CSA. The impact upon retail and leisure in areas further afield is also considered in Chapter 4 of this report.
- 1.21. The impacts are assessed in the following core operational assessment years:
 - 2025: the first full calendar year of Gate One operations;
 - 2030: the first full calendar year of Gate Two operations; and
 - 2038: maturity – the London Resort will be fully operational and established.
- 1.22. The relevant policy is summarised in the *Planning Statement* (document reference 7.4). This includes the hierarchy of centres. The remainder of this report is split into the following sections:
 - Baseline and future baseline;
 - Impact of the London Resort; and
 - Other considerations.

Chapter Two ◆ Baseline

OVERVIEW

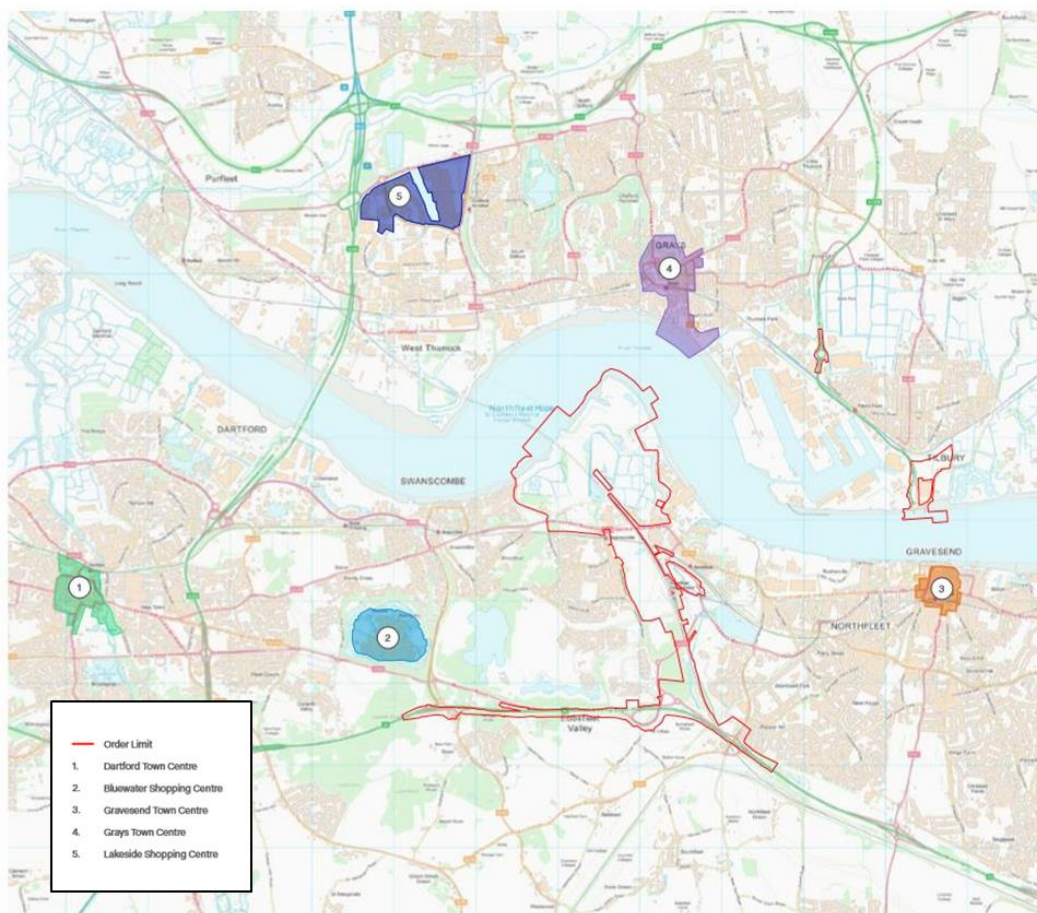
2.1 This chapter provides an overview of the retail and leisure offering within the CSA and the existing spend profile of CSA residents. Retail and leisure turnover is also estimated, providing the baseline against which to assess the impacts. The baseline is broken down into retail and leisure components which are most relevant in the context of the proposed provision at the London Resort.

RETAIL AND LEISURE OFFERING IN THE CSA

CSA retail and leisure centres

2.2 Figure 2-1 shows the key existing retail and leisure centres in the CSA.

Figure 2-1: Existing retail and leisure centres in the CSA



2.3 Two shopping centres are defined in the Dartford Core Strategy (September 2011):

- Dartford town centre providing weekly convenience and comparison shopping; leisure, recreation, hotel(s), community, health, social care and service facilities. Mainly serving the district level population, town centre employees and has a sub-regional catchment for the Orchard Theatre. The Core Strategy states:

“The town centre has been experiencing a decline in the quality of shopping offer and environment. It has seen increasing competition from neighbouring centres and its market share in the immediate catchment area has reduced over recent years. The Council has been active in assembling sites to bring forward new investment in shopping facilities but progress has been slowed by the recession.”

- Bluewater Regional Shopping Centre (“Bluewater”) providing specialist comparison shopping, top-up convenience shopping, leisure and a hotel. Mainly serving a regional level catchment, with UK and international tourists linked to Ebbsfleet station. In 2015/16, the centre had 330 shops, 50 cafes and restaurants,² and an estimated annual footfall of 27m.³

2.4 According to the North Kent Retail & Commercial Leisure Assessment,⁴ Gravesend is the main town centre in Gravesham. At the time of the study (2015), there were 470 units totalling 58,900 m². The study considers that the town centre is able to meet most residents’ day-to-day shopping needs, with a Tesco Metro, Asda (at Imperial Retail Park) and a reasonable range of services. Multiple retailers noted are Primark, New Look, Boots and Superdrug. The retail services sector (e.g. health and beauty) has a good representation within the town centre, the commercial leisure offer (e.g. bars and cafes) in the centre is currently for the most part underwhelming although the offer has been improved by the opening of Treatz (Railway Place) and Creams (Milton Place).

2.5 The 2017 South Essex Retail study⁵ summarises Thurrock retail provision as follows:

- Grays is the administrative and cultural centre of the borough and comprises of a more traditional town centre. The retail offer in Grays includes a mix of day-to-day convenience provision and some comparison floorspace.
- Lakeside Shopping Centre is a covered shopping centre and is part of the Lakeside Basin. Lakeside Basin is designated as a regional centre and contains the bulk of the Borough’s comparison and leisure floorspace.
- Lakeside Retail Parks are part of the Lakeside Regional Centre and comprise Junction Retail Park, Lakeside Retail Park, Lake Rise and units off Cygnet way. Floorspace in the retail parks is dedicated to retailing of bulky comparison goods alongside trade counters and industrial uses.

² North Kent SHENA, Retail & Commercial Leisure Assessment, 2016

³ Dartford Borough & Ebbsfleet Development Corporation, 2020 Retail and Leisure Study, Progress Update

⁴ North Kent SHENA, Retail & Commercial Leisure Assessment, 2016

⁵ Basildon Council – South Essex Retail Study – Nov 2017

Retail

- 2.6 The Valuation Office Agency (VOA) provide total non-domestic (business) floorspace by broad industry for local authorities. The table below shows total retail⁶ as a proportion of total non-domestic floorspace. The CSA has a slightly higher proportion of retail floorspace (21%) than England and Wales (18%). This is mainly driven by Dartford (26%) and Gravesham (24%).
- 2.7 The majority of this retail floorspace is made up of comparison and convenience goods. Comparison goods are durable goods that are bought infrequently such as clothes, shoes and furniture. Convenience goods are non-durable goods that are bought on a regular basis, including food, alcohol and newspapers. The table below shows the total comparison and convenience floorspace (converted to NIA where relevant) in the CSA.

Table 2-1: CSA comparison and convenience floorspace provision (financial year ending March 2020)

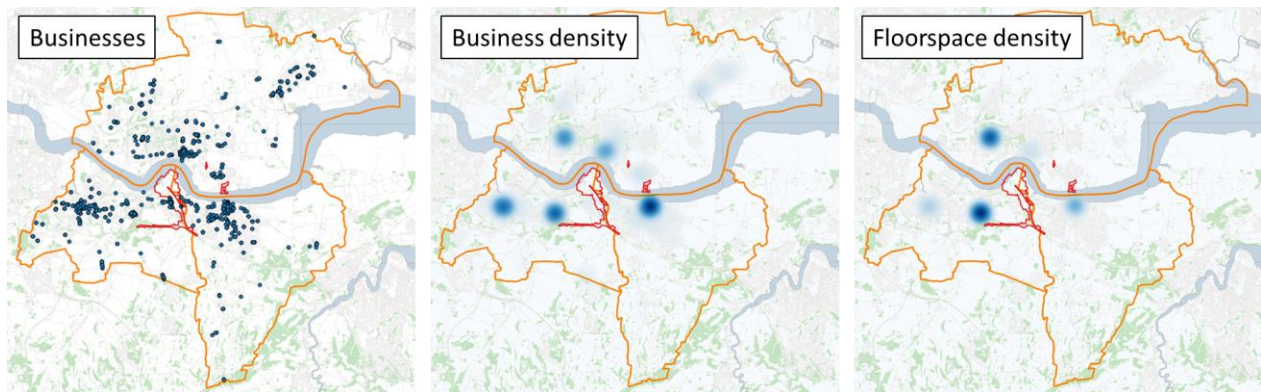
	Total retail as % of total non-domestic floorspace	Comparison (NIA, m ²)	Convenience (NIA, m ²)
Dartford	26%	208,000	17,800
Gravesham	24%	96,400	52,200
Thurrock	17%	222,300	148,200
CSA	21%	526,800	218,300

Sources: Valuation Office Agency, 2020; Valuation Office Agency, 2020, NDR Business Floorspace Tables

- 2.8 Figure 2-2 shows the floorspace density across the CSA for comparison retail. In Dartford, it is clear that the majority of comparison floorspace is found at Bluewater, with some additional, less dense, provision in Dartford town centre. In Gravesham, the highest comparison floorspace density is in Gravesend town centre, but this density is only slightly higher than Dartford town centre, and far less dense than Bluewater. The densest parts of Thurrock are Lakeside Shopping Centre and Lakeside Retail Park, with some less dense provision in Grays Shopping Centre. The floorspace at Dartford and Gravesend town centres and Grays is less dense than the business count, suggesting a larger number of small retailers.

⁶ This dataset defines Retail as floorspace for the following uses: Banks/Insurance/Building Society Offices and Other Class E (formerly A2) Uses, Airport Let Outs, Betting Offices, Departmental and Walk Round Stores (Large), Factory Shops, Farm Shops, Convenience Stores, Hypermarkets/Superstores (over 2500 m²), Large Food Stores (750 – 2500 m²), Large Shops (750 – 1850 m²), Large Shops (Over 1850 m²), Pharmacies, Retail Warehouses and Foodstores, Sales Kiosks, Shops, Showrooms, Hairdressing/Beauty Salons, Pharmacies Within/Adjacent to Surgery/Health Centre, Post Offices, Takeaway Food Outlet, (Predominantly Off Premises), Kiosks Within/Part of Specialist Property, Salons/Clinics, Within/Part of Specialist Property, Shops Within/Part of Specialist Property, Amusement Arcades, Markets (Other Than Livestock). From VOA, 2017, Local Rating List.

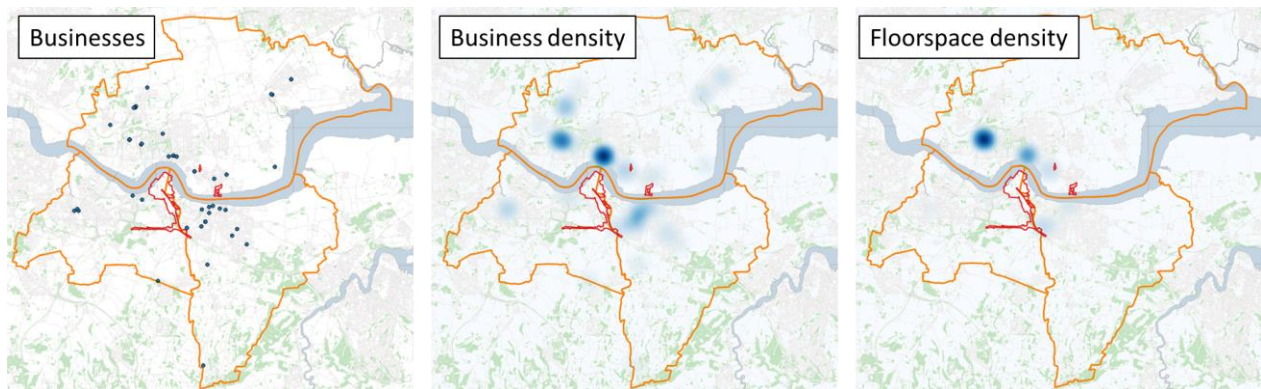
Figure 2-2: Comparison provision in the CSA



Source: Valuation Office Agency, 2020

2.9 Dartford provision of convenience goods is fairly dispersed, with no dense concentrations of floorspace anywhere in the borough except very slightly in Dartford town centre. In Gravesend, Gravesend has a low concentration as does Springhead, towards the bottom right of the Kent Project Site, which is likely a result of the Sainsburys there. In Thurrock, West Thurrock has a dense concentration of convenience floorspace, with Grays also hosting reasonably dense floorspace. There is also an additional area around the part of the red line north of the river which is likely a result of the Asda Tilbury Superstore.

Figure 2-3: Convenience provision in the CSA



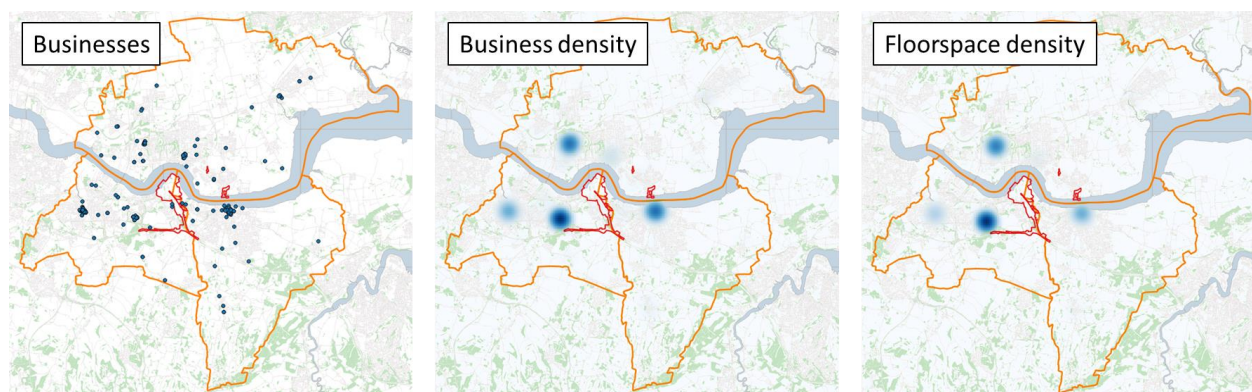
Source: Valuation Office Agency, 2020

Leisure

Food & Beverage

- 2.10 According to the VOA,⁷ the CSA has 50,000 m² (NIA) of F&B floorspace. Of this, 22,000m² is in Dartford, 11,000m² in Gravesham and 18,000m² in Thurrock.
- 2.11 Figure 2-4 displays the F&B provision in the CSA as reported by the VOA.⁸ As with the comparison floorspace, Bluewater and Lakeside Shopping Centre provide the densest floorspace offering, with other important offerings in Dartford and Gravesend town centres. Both these town centres do appear to have a higher number of businesses than their density suggests, indicating a large number of smaller offerings, particularly in Gravesend.

Figure 2-4: F&B provision in the CSA



Source: Valuation Office Agency, 2020

Conferences, exhibitions, events, trade shows, cinemas and theatres and music venues

- 2.12 The London Resort is intending to provide London Resort themed events, theatre productions and cinema screenings. Figure 2-5 displays the leisure facilities of this type in the CSA. The offering at the existing CSA leisure facilities is different from the proposed offer at the London Resort in terms of the type of content supported. Most of the identified existing leisure facilities are located within already identified centres (Dartford and Gravesend town centres and Bluewater) on the Kent side, as well as some north of the river on the Essex side.
- 2.13 The main cinema in Dartford is the Cinema de Lux Bluewater – Showcase Cinema, with 17 screens and a capacity of 2,879. The cinema also has conference and meeting room facilities and a party room. Another venue in Dartford is the Sir Peter Blake Gallery which is exhibition space showcasing emerging and established artists, as well as providing exhibitions of interest. It is situated in the same building as Dartford Library and the

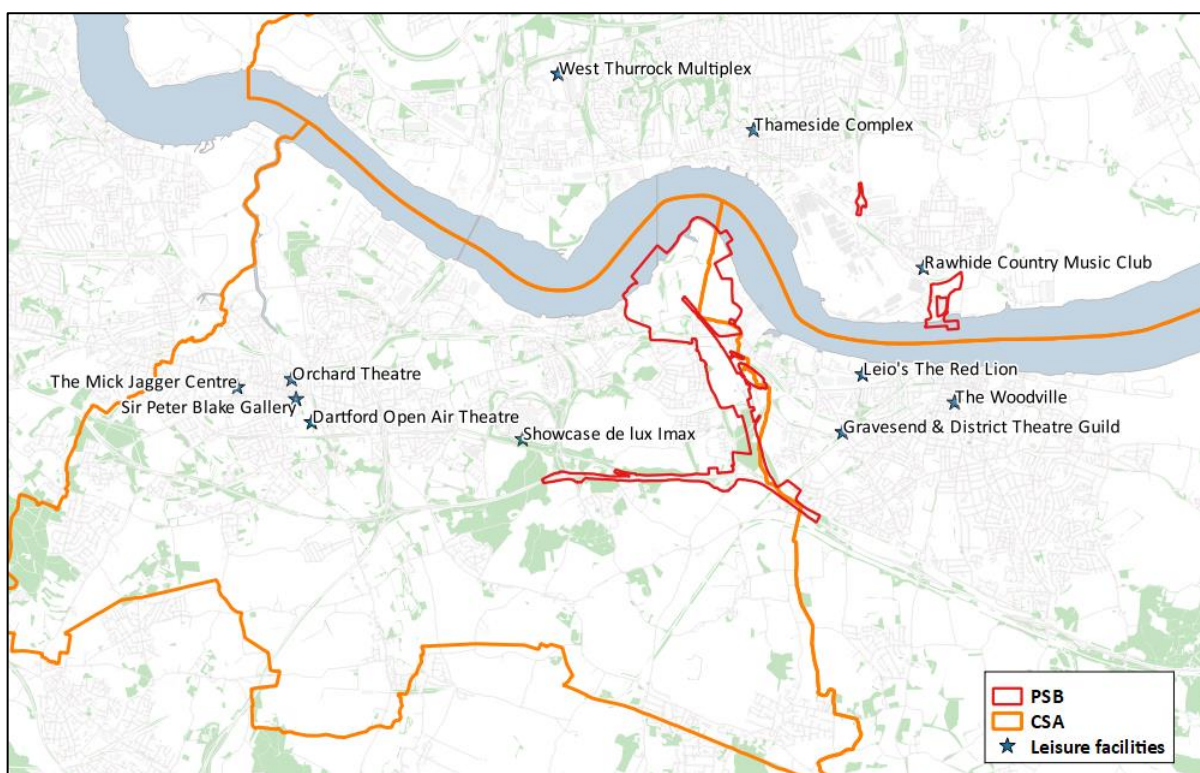
⁷ Comprised of restaurants, cafes and premises

⁸ Comprised of restaurants, cafes and premises

Borough Museum. The Orchard Theatre recently underwent a refurbishment to increase capacity by 69 to 1,025 and attracted 250,000 visitors in the 12 months to June 2019.⁹

- 2.14 In Gravesham, the Woodville Halls Theatre (Gravesend) offers an 810 seat auditorium which acts as a space for theatre, concerts, banquets, weddings and trade shows. Underneath the main auditorium is another studio space seating up to 150 and the Blake Gallery offering exhibition space. The Woodville also holds the Paul Greengrass cinema, offering one screen.
- 2.15 In Thurrock, there are two operational cinemas: the West Thurrock Warner Multiplex which has seven screens and the West Thurrock UCI Multiplex which has 10 screens. Both have capacity of over 2,000. The Thameside Theatre (c. 320 seats) is part of the Thameside Complex; a multi-purpose arts venue that also includes Thurrock Museum, Grays Library and an exhibition area.
- 2.16 Figure 2-5 also locates music venues in the area as identified by a manual search. There may be more venues not accounted for by the map, such as small stages at pubs.

Figure 2-5: Leisure facilities in the CSA that are directly related to the offering at the London Resort



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⁹ Gravesend Reporter, June 2020, The Orchard Theatre to undergo massive refurbishment. Received from <https://www.gravesendreporter.co.uk/news/major-update-for-the-orchard-dartford-1-6117130>. Accessed November 2020.

Health of the high street

2.17 Vacancy and vacancy rates can give a good idea of the health of a retail centre, as they can indicate the level of the activity both in terms of provision and expenditure. It should be highlighted that some vacancy is natural and expected as part of healthy renewal (for example landlords refurbishing units for new occupation). This section presents rents, which are compared to the national average of approximately 11% (Experian Goad). In the CSA, Dartford¹⁰ and Thurrock¹¹ perform well compared to the national value whereas Gravesend¹² is not performing as well:

- In Dartford in the 2018 financial year (FY18), of six district centres in the borough, the maximum vacancy rate was 3% and two district centres had 0% vacancy. This is low compared to the national average, suggesting good performance of all district centres in Dartford. For Dartford town centre, however, vacancy rates are 14.3%, worse than the national average, although the number of vacant units has fallen from 80 in 2009 to 34 in 2019 (20 on primary frontages and 14 on secondary frontages).¹³ Furthermore, a number of the vacant units identified form part of redevelopment opportunities (e.g. Lowfield Street), which means the town's actual vacancy level will be lower than recorded. Vacancy rates at Bluewater were very strong at 4%.
- The vacancy rate for Gravesend is noted as a cause for concern at 1 in 6 (approximately 17%) although this was reported to have improved a little after the North Kent SHENA study¹⁴ was conducted.
- In Thurrock, vacancy rates in main centres varied from 5.6% (Socketts Heath) to 17.6% (Tilbury, Stifford Clays).¹⁵ Some other centres had 0% vacancy rates but these tended to be for fairly small (<10) numbers of total units. Of the 14 centres discussed, only three had vacancy rates above the national average of 11%.¹⁶

2.18 The 2016 baseline health check of Dartford town centre¹⁷ found that the recent activity within the town centre (e.g. acquisition/refurbishment of shopping centres and development sites being acquired) was an encouraging sign for developer/investor interest in the area. Commercial yield levels are a key indicator of the confidence of investors in the long-term prospects of a centre. Yields in Dartford have been declining since 2004, indicating consistently improving investment prospects for the centre over this period. Yield levels were 6.25% in 2016, which compares well with the neighbouring centres of Gravesend, Bluewater, Bexleyheath, Bromley, Orpington and Maidstone. This indicates that despite low rental levels, Dartford is seen as a fairly good investment location with prospects that have been improving over time. The health check also found that the mix of uses was highly weighted towards retail and identified a need to diversify

¹⁰ Dartford Borough & Ebbsfleet Development Corporation, 2020 Retail and Leisure Study, Progress Update

¹¹ Thurrock Council, Thurrock Town and Local Centre Health Check Assessment, 2018

¹² North Kent SHENA, Retail & Commercial Leisure Assessment, 2016

¹³ Dartford Borough & Ebbsfleet Development Corporation, 2020 Retail and Leisure Study, Progress Update

¹⁴ North Kent SHENA, Retail & Commercial Leisure Assessment, 2016

¹⁵ Thurrock Council, Thurrock Town and Local Centre Health Check Assessment, 2018

¹⁶ Thurrock Council, Thurrock Town and Local Centre Health Check Assessment, 2018

¹⁷ IBI Group, Dartford Town Centre Framework, Stage 1 Baseline Study, 2016

the mix with residential, leisure and commercial uses. It is stated that the catchment overlaps with Bluewater, resulting in a need for a complimentary offer within Dartford town centre which expands its retail capacity in the right areas.

- 2.19 The more recent Dartford Borough Council and Ebbsfleet Development Corporation 2020 Retail and Leisure Study highlighted the national trend of struggling high streets due to increasing popularity of online sales. It found that retail and leisure are still crucial but need to diversify to survive, specifically recommending that “Dartford Town Centre needs to ‘look beyond’ traditional retail and provide more flexible retail and workspace that can respond to the needs of its existing and growing residential population in a more dynamic way”.
- 2.20 In 2019, Gravesham council submitted an expression of interest in the Future High Streets Fund for Gravesend town centre. Appendix 2 of the submission summarises the current challenges in the town centre.¹⁸ These include the loss of the town’s ‘big name’ retailers: Marks & Spencer, BHS, Poundworld Plus, Poundland, and Brighthouse, leaving large vacancies in the main shopping streets. It is noted that there is a risk of future departures. Town centre footfall has decreased by 9% over the last three years. Independent businesses currently comprise 66% of units, representing a mix of retail, food and service related activity, which are vulnerable to the loss of footfall. The town lacks a larger presence of commercial leisure that will attract people, especially as there is a strengthening presence of cinema, gyms and other leisure alongside branded restaurants such as at Bluewater, all within a 15 minute drive of Gravesend town centre. A number of larger poor-grade, dated retail frontages and neglected smaller units and longer term vacancies, in a declining state of repair, have a significant impact on the street scene.
- 2.21 The Thurrock town and local centre health check was conducted in 2018.¹⁹ In Grays town centre (comprised of the Core, Primary and Secondary Shopping Areas), 48% of units are retail (Class E, formerly A1 use) and this has been the case since 2016. A further 16% of the units are professional (Class E, formerly A2) use. Other use classes each represented below 10%. The mix is therefore weighted towards retail. A reasonable proportion of shop windows were considered to be clean and uncluttered. It and found that, the street scene was deemed average in the Core and Primary areas, and poor in the Secondary Area. The Thurrock Town and Local Centre Health Check deemed the night time economy in Grays poor, with approximately 14% of premises open after 7pm. Tilbury local centre as a whole is largely occupied by stores selling comparison goods (23.2% in June 2018). 13.4% of units in June 2018 were selling convenience goods, whilst 13.4% of units were ‘restaurants, cafes, coffee bars, fast-food and takeaways’. Tilbury therefore also has a high weighting of retail units. It has very few financial and professional services (Class E, formerly A2), with no banks or estate agents present in June 2018. The Primary shopping area was deemed to have an average street scene and the Secondary shopping area was deemed to have a poor street scene, with the area noted as lacking character.

¹⁸ Gravesham Council, Future High Street Fund Expression of Interest: Gravesend Town Centre, Appendix 2, 2019

¹⁹ Thurrock council, Thurrock Town and Local Centre Health Check Assessment, 2018.

- 1.23. Overall, whilst some centres such as Bluewater are performing well, there is a general decline in more local town centres. The centres are heavily retail focused which has meant that the rise in online shopping has disproportionately disadvantaged the high street's viability. It is anticipated that a diversification of uses would help to revitalise them. On top of this, COVID-19 and the lockdown restrictions have inhibited trade. This, for many stores, has accelerated the general decline.

RETAIL AND LEISURE EXPENDITURE IN THE CSA

Population

- 2.22 The CSA population was 393,900 in 2019. Of this, 112,600 are Dartford residents, 106,900 are Gravesham residents, and 174,300 are Thurrock residents. Thurrock residents therefore account for just under half the total CSA population.

Table 2-2: CSA residential population

	2019 population	% of CSA population
Dartford	112,600	29%
Gravesham	106,900	27%
Thurrock	174,300	44%
CSA	393,900	100%
England	56m	-

Source: ONS, 2019, Mid-year population estimates

Residential expenditure

Total expenditure available by CSA residents

- 2.23 This assessment has utilised the most recent Dartford, Gravesham and Thurrock retail and leisure capacity studies, along with the ONS Household Expenditure Survey, in order to estimate available expenditure of CSA residents. The assessment only considers spend groups directly associated with the London Resort (listed in Table 2-3). Appendix 1.0 describes the methodology underpinning these estimates. E-Sports is a fairly recent trend and there are limited options for these types of leisure experiences in the CSA and the UK. There is therefore no expenditure data on e-Sports.

Table 2-3: CSA resident total available expenditure (2019) for relevant spend items that may be affected by the London Resort

		Dartford	Gravesham	Thurrock	CSA total
Retail	Comparison	£426m	£401m	£604m	£1,431m

		Dartford	Gravesham	Thurrock	CSA total
	Convenience	£244m	£272m	£381m	£898m
Leisure	Restaurants and café meals	£73m	£81m	£96m	£250m
	Alcoholic drinks consumed outside the home (pubs/bars)	£14m	£15m	£18m	£47m
	Cinemas and theatres	£9m	£4m	£8m	£21m
	Night clubs/music venues/disco/bingo	£21m	£13m	£27m	£62m

Sources: Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017; North Kent SHENA Retail & Commercial Leisure Assessment, 2016; South Essex Retail Study, 2017

Leakage

2.24 Leakage is defined as CSA resident spend which occurs outside the CSA. This would normally be measured by surveying households on their spend locations. However, given the change to spending habits in 2020 as a result of the pandemic (discussed in paragraph 2.36), the data would likely not have been representative of normal spend behaviour. A similar conclusion was recently reached by Gravesham in their Retail and Leisure Background paper.²⁰ Therefore, this assessment has utilised the most recent studies from local authorities to provide an estimate of spend leakage for relevant spend items. The methodology is described in more detail in Appendix 1.0.

Table 2-4: CSA residential spend locations and leakage for relevant spend items relevant to the London Resort

Borough	Proportion of resident spend occurring in borough	Proportion of resident spend occurring elsewhere in CSA	Proportion of resident spend leaked out of the CSA
Comparison retail goods			
Dartford & Gravesham	78%	5%	17%
Thurrock	74%	2%	24%
Convenience retail goods			
Dartford & Gravesham	74%	4%	21%
Thurrock	73%	1%	26%
Restaurants and café meals			
Dartford & Gravesham	75%	0%	25%
Thurrock	67%	0%	33%
Alcoholic drinks consumed outside the home – pubs, bars etc. & night clubs / music venues / disco / bingo			

²⁰ Gravesham Council, 2020, Gravesham Retail And Commercial Leisure Background paper

Borough	Proportion of resident spend occurring in borough	Proportion of resident spend occurring elsewhere in CSA	Proportion of resident spend leaked out of the CSA
Dartford & Gravesham	69%	1%	30%
Thurrock	53%	0%	47%
Cinemas and theatres			
Dartford & Gravesham	77%	15%	8%
Thurrock	64%	1%	36%

Source: South Essex Retail Study, 2017

Turnover

- 2.25 Inflow is defined here as any spend which occurs in the CSA that is not from CSA residents. The residential expenditure in the CSA and the inflow provide an estimate of the total turnover at the retail and leisure centres in the CSA. Appendix 1.0 contains detail on the methodology.
- 2.26 Both Dartford and Thurrock demonstrate far higher turnover in comparison and leisure goods than the spend by residents alone. This is due to a strong offering which attracts large inflows, driven largely by the regional centres of Bluewater and Lakeside. By contrast, Gravesham has a small inflow due to a less attractive offering and the absence of any such regional centres.

Table 2-5: Estimated CSA turnover in 2019

		Dartford	Gravesham	Thurrock	CSA
Retail	Comparison	£1,165m	£278m	£1,980m	£3,424m
	Convenience	£108m	£301m	£546m	£955m
Leisure	Restaurants and café meals	£136m	£73m	£219m	£428m
	Alcoholic drinks consumed outside the home (pubs/bars)	£17m	£11m	£21m	£49m
	Cinemas and theatres	£18m	£4m	£20m	£42m
	Night clubs/music venues/disco/bingo	£25m	£10m	£32m	£68m

Sources: Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017; North Kent SHENA Retail & Commercial Leisure Assessment, 2016; South Essex Retail Study, 2017; Volterra calculations

Additional spend groups

- 2.27 According to the ONS Household Expenditure Survey, expenditure in the spend groups discussed above account for approximately 44% of total household expenditure in the East and South East of England. Table 2-6 shows the other items that households are reported to spend on, splitting out other retail and leisure items. Overall, households can be expected to spend a further 14% on categories of retail and leisure spend that are not quantified in this assessment. Non retail and leisure spend groups account for 42% - 43% of total spend. Of the other elements, transport and housing, fuel and power account for the largest proportion of total expenditure.
- 2.28 In terms of leakage of these other spend groups, it will depend upon the item as to how much expenditure will take place outside the CSA. Expenditure on TV subscriptions, for example, will not be spend that is likely to stay within the CSA, but instead go to the subscription provider. By contrast, the majority of spend on takeaways is expected to take place in the CSA, as residents would be expected to mostly order from a local restaurant. In a similar way, inflow and turnover of each will depend upon the item, and the specific offering in the CSA.

Table 2-6: Proportion of household expenditure by spend group and region, FY17-FY19

	East	South East	UK
Retail and leisure spend categories quantified in this assessment			
Comparison retail	22%	22%	22%
Convenience retail	16%	14%	16%
Restaurants and café meals	4%	4%	4%
Alcoholic drinks away from home	1%	1%	2%
Cinemas, theatre and museums	1%	1%	1%
Miscellaneous entertainments (including music venues)	0.3%	0.3%	0.3%
<i>Sub total</i>	44%	44%	44%
Other retail and leisure spend			
Takeaways and catering	2%	2%	3%
Sports admissions, subscriptions, leisure class fees and equipment hire	1%	2%	1%
TV, video, satellite rental, cable subscriptions and TV licences	1%	1%	1%
Gambling payments	1%	0%	1%
Development of film, deposit for film development, passport photos, holiday and school photos	0.0%	0.1%	0.0%
Package holidays (UK and abroad)	6%	7%	6%
Accommodation services (UK and abroad)	2%	2%	2%
<i>Sub total</i>	14%	14%	14%
Non retail and leisure spend			
Transport	17%	17%	16%
Housing, fuel & power	15%	14%	15%
Social protection, insurance and other services	6%	6%	5%
Communication	4%	4%	4%

	East	South East	UK
Education	1%	2%	1%
Hospital services	1%	1%	1%
<i>Sub total</i>	43%	42%	43%

Source: ONS, 2020, Detailed household expenditure by countries and regions FY17-FY19. Note: totals may not sum due to rounding. The proportions only consider the main expenditure groups 1-12 from the dataset.

FUTURE BASELINE

Population forecasts

2.29 The population of the CSA is expected to reach 415,400 in 2025, 429,000 in 2030 and 447,300 in 2038. The CSA is expected to grow by 14% between 2019 and 2038. The majority of this growth will be driven by Dartford and Thurrock. This is far higher than the expected England growth of 8% over the same period. Gravesham’s growth is expected to be far lower than the national rate of growth at 3% between 2019 and 2038.

Table 2-7: CSA population forecasts for 2025, 2030 and 2038 and cumulative growth since 2019

	2025		2030		2038	
	Population	Growth since 2019	Population	Growth since 2019	Population	Growth since 2019
Dartford	122,600	10%	129,000	15%	137,000	22%
Gravesham	107,600	1%	108,300	2%	110,100	3%
Thurrock	185,200	6%	191,700	10%	200,200	15%
CSA	415,400	6%	429,000	9%	447,300	14%
England	58m	3%	59m	5%	61m	8%

Source: ONS, 2019, Population projections

Turnover forecasts

2.30 The table below presents the forecast for total estimated turnover in the CSA for the key assessment years. Appendix 1.0 contains more detail on the methodology.

Table 2-8: CSA turnover forecasts for 2025, 2030 and 2038

		2025	2030	2038
Comparison	Dartford	£1,440m	£1,721m	£2,288m
	Gravesham	£352m	£431m	£594m
	Thurrock	£2,447m	£2,977m	£4,060m
	CSA	£4,239m	£5,129m	£6,943m

		2025	2030	2038
Convenience	Dartford	£118m	£132m	£141m
	Gravesham	£324m	£357m	£379m
	Thurrock	£564m	£586m	£632m
	CSA	£1,007m	£1,075m	£1,152m
Restaurants and café meals	Dartford	£160m	£177m	£216m
	Gravesham	£79m	£85m	£96m
	Thurrock	£251m	£279m	£329m
	CSA	£489m	£541m	£641m
Alcoholic drinks outside home	Dartford	£19m	£22m	£26m
	Gravesham	£12m	£13m	£15m
	Thurrock	£24m	£27m	£32m
	CSA	£56m	£63m	£73m
Cinemas and theatres	Dartford	£21m	£24m	£29m
	Gravesham	£4m	£4m	£5m
	Thurrock	£23m	£26m	£30m
	CSA	£49m	£55m	£64m
Night clubs/music venues/disco/bingo	Dartford	£30m	£34m	£40m
	Gravesham	£11m	£12m	£13m
	Thurrock	£37m	£41m	£48m
	CSA	£77m	£86m	£102m

Sources: Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017; North Kent SHENA Retail & Commercial Leisure Assessment, 2016; South Essex Retail Study, 2017; Volterra calculations

Future developments

- 2.31 Table 2-9 shows the future developments within the CSA that are relevant to the retail and leisure offering at the London Resort. Of main focus are the growth proposals at Ebbsfleet and Bluewater given the proximity to the Project Site.
- 2.32 The permitted Bluewater scheme referenced Table 2-9 was subject to a retail and leisure impact assessment.²¹ The study aimed to assess the impact of the maximum provision of 30,000 m² (GEA) of net additional floorspace, where 28,500 would be for the sale of comparison goods. The scheme was due to complete in 2022. The study multiplied Experian expenditure per capita over time (allowing for special forms of trading) by population to find total available expenditure in the study area.²² They found that the trade diversion associated with the provision would have the largest impact upon Dartford town centre (-3.72% of 2022 turnover) followed by Bromley (-3.69%), Chatham (-3.18%), Gravesend (-3.17%) and Bexleyheath (-3.01%). Whilst it is noted that there are no national “thresholds” or “targets” above which the impact on in-centre trade is identified as

²¹ Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017

²² This study utilises the same approach

necessarily being “significantly adverse” (the test set out in paragraph 90 of the NPPF²³), these impacts were deemed not to be significantly adverse.

Table 2-9: Future developments within the CSA relevant to this assessment

Scheme	Borough/ Authority	Description	Status
Ebbsfleet Central and Eastern Quarry	Ebbsfleet Development Corporation	46,500 m ² retail (Class E, formerly A1-A5 uses) with a large proportion of the allocation at Eastern Quarry (26,000 m ²). Of this 26,000 m ² , at least 19,600 m ² is A1 retail. A further 18,400 m ² retail (Class E, formerly A1-A5 uses) will be delivered at Ebbsfleet Central. 29,500 m ² leisure uses with the majority of the allocation (24,000 m ²) at Eastern Quarry.	Maximum parameter allocations and consent under the EDC Ebbsfleet Implementation Framework (2017)
Co-op site - Dartford town centre	Dartford	120 homes (20 affordable shared ownership). A multi-screen cinema, health and wellbeing centre and nine new retail units consisting of restaurants and bars will all form part of the regeneration to create a new "cultural quarter", linked with the existing train station and facilities. 85 bed hotel.	Allocated site. Application validated 31/03/20. Awaiting decision.
Land East of Lowfield Street	Dartford	Retail units and micro brewery	Application permitted 07/07/17
Bluewater extension	Dartford	A maximum of 30,000 m ² Gross External Area (GEA) of net additional floorspace comprising a mix of Class E (formerly A1-A5) retail uses with the majority being comparison goods retail and a small proportion (1,500 m ²) for food and beverage uses.	Permission granted 07/06/17
St George’s town centre redevelopment in Gravesend - Phase 2	Gravesham	500 seat theatre/cinema to replace existing Woodville 88-bedroom hotel. 7,000 sq ft of commercial and retail space. Open 18 hours a day.	Permission granted 2020
Land to the west of Bluewater Parkway (Greenhithe)	Dartford	Adventure centre anticipated to generate 50,000 visits per year.	Permission granted 13/08/19
Chadfields (Tilbury)	Thurrock	New community football stadium, with potential capacity to hold 2,000+ people.	Application validated 12/03/20. Awaiting decision

²³ MHLCG, National Planning Policy Framework, 2019

Scheme	Borough/ Authority	Description	Status
Aveley Lake Romford Road (Aveley)	Thurrock	Outdoor sports facility that will facilitate sailing, wind surfing, rowing, scuba diving, and canoeing on the lakes.	Application validated 19/06/20. Status Unknown.
Land East of Caspian Way (Swanscombe)	Dartford	6,200 m ² GEA of leisure uses. Potential uses include cinema, gym, art gallery, museum.	Application validated 29/12/17. Decision: no objection
Langdon Hills Golf and Country Club (Upminster)	Thurrock	Redeveloped golf course, including a redesigned club house (with health spa, reception area; restaurant area; bar areas; function areas (for 250 guests); professional golf shop; gym; swimming pool.	Awaiting decision. Most recent consultee comment submitted July 2020.
Land at Former Northfleet Cement Works	Gravesham	850 m ² of Class E (formerly A1-A5) and 500 m ² of Class E (formerly A3/4) drinking establishments and restaurants and cafes	Approved subject to S106
Northfleet Embankment East	Gravesham	1,036 m ² of E class (formerly A3/A4/A5) space (shops, restaurants/cafes)	Approved subject to S106

Sources: Ebbsfleet Development Corporation, *Ebbsfleet Implementation Framework, 2017*; *Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017*; <https://www.kentonline.co.uk/dartford/news/approved-75m-town-centre-revamp-a-key-milestone-235378/>; <https://www.kentonline.co.uk/gravesend/news/bid-to-create-new-civic-heart-for-town-centre-231796/>; *Scheme planning applications.*

Wider context

2.33 *The Economic and Regeneration Statement* (document reference 7.5) discusses the wider context of the London Resort. The London Resort comes amid a growing importance of leisure spend in the UK. A recent Deloitte report on UK leisure spending reports that the growth in social media has driven consumer appetite for the experiential. In 2017, UK spending on entertainment grew year on year by over 10%.

2.34 There is also a growing desire to spend money on leisure and experiences, known as ‘the rise of the experiential’. Research by Mintel finds that 65% of British adults would spend their money on experiences rather than possessions, rising to 72% for millennials.²⁴ Deloitte puts this trend down to the use of social media meaning experiences are

²⁴ Mintel, *Healthy, Ethical and Experiential: The Holy Trinity of British Consumer Spending*, July 2019

becoming a ‘new currency in social interactions’.²⁵ In 2020, Barclays reported that spending on entertainment grew 6.8% compared with 2.8% in retail and 3.9% in overall spending.²⁶

- 2.35 The need for retail and leisure provision to diversify is similarly acknowledged in the study area specifically, in the Dartford Borough and Ebbsfleet Development Corporation 2020 Retail and Leisure Study.

COVID-19

- 2.36 The COVID-19 pandemic has resulted in global reduction in economic activity. The UK lockdown restrictions and health fears put severe constraints on expenditure throughout the country. Many town centres and high streets have suffered from considerably reduced footfall, and sectors including retail and leisure have struggled in particular due to physical closures of venues.
- 2.37 Barclaycard²⁷ reported a 36.5% drop in spending in April 2020, compared with the same month the previous year. This drop was driven by a near halving in travel spending and 97% fall in sales for bars, pubs and clubs. On the other hand, spending in supermarkets rose by 14.3%, online spend on eating and drinking rose by 25% and spend on digital content and subscriptions to TV and games streaming services rose by 50%. The ONS report that in store retail (excluding fuel) decreased by nearly 40% between February and April 2020 but had slowly recovered to near February levels by August. By contrast, online sales (excluding fuel) reached a peak of 160% of the February values in June and were still at 140% by August.²⁸
- 2.38 McKinsey has reported that, of all European jobs at risk as a result of the pandemic, wholesale and retail make up 25% (account for 18% of CSA employment), and accommodation and food approximately 14% (7% of CSA employment). These are compared to sectors such as professional services, which only makes up 1.6% of the jobs at risk (4% of CSA employment).²⁹ Worklessness has the potential to induce persistent negative impacts, compared to merely an external ‘shock’. With lower employment, there is less disposable income, with a knock on effect on spending and induced employment from that spend.
- 2.39 There is no recent data to indicate the full scale of potential persistence of damage that COVID-19 has done on current baseline spending at the CSA level. However, it is safe to say that it will have decreased as a result of the restrictions, possibly with the same sectoral patterns as seen at the UK level.

²⁵ Deloitte (2016) Passion for leisure A view of the UK leisure consumer

²⁶ Barclays (2020) Consumer spending grows by 3.9 per cent in January as Brits fill up on fuel and food. [online] available: <https://www.home.barclaycard/media-centre/press-releases/Consumer-spending-grows-by-3-point-9-per-cent-in-January.html>

²⁷ Financial Times, 2020, UK consumer spending drops over a third during lockdown. Retrieved from <https://www.ft.com/content/75476d15-051a-4e51-8e57-f15b1649cbf4>. Accessed October 2020.

²⁸ ONS, 2020, How the COVID-19 Pandemic has accelerated the shift to online spending. Retrieved from <https://blog.ons.gov.uk/2020/09/18/how-the-covid-19-pandemic-has-accelerated-the-shift-to-online-spending/>. Accessed December 2020.

²⁹ McKinsey & Co, 2020. Safeguarding Europe’s livelihoods: mitigating the employment impact of Covid-19

- 2.40 The lack of spending could have a knock-on effect for retail and leisure provision, with businesses unable to cover costs given the low trade and, subsequently, having to close. Many high streets have been in decline in recent years and there are fears that the pandemic has accelerated this trend. This could be seen to have been exemplified by the recent administration of some large high street retailers, such as Debenhams and Arcadia Group. On the other hand, many town centre regeneration strategies focus on use mix diversification. The economic situation could therefore be seen as an opportunity; pushing the changes necessary to ensure future vitality.
- 2.41 It is unclear to what extent these impacts will persist to the London Resort core assessment years. Whilst the immediate economic effects of the pandemic are very severe, available initial forecasts point toward a short-term impact with economic recovery to pre-pandemic levels anticipated to have occurred by 2022.³⁰ However, it is possible that some areas, including the high street, could experience scarring effects long after this and even see a permanent change.
- 2.42 Given the uncertainty surrounding the persistence of the pandemic, this assessment has not attempted to quantify the retail and leisure impact in a COVID-19 scenario, although it is discussed qualitatively where possible.

³⁰ HM Treasury (2020) Forecasts for the UK economy

Chapter Three ◆ Impact of the London Resort

TOTAL ATTENDANCE AT THE LONDON RESORT

- 3.1 Leisure Development Partners (LDP) has estimated attendance at the London Resort. LDP is a specialist in attractions and leisure real estate, with global experience in understanding theme parks and their key performance indicators (KPIs). The LDP approach relies upon detailed market analysis and the application of carefully chosen real world benchmarks from existing comparable projections. This approach has evolved from the original feasibility work for Disney and has been developed further over the past 50 years. Appendix 7.6: *Attendance Technical Note* (document reference 6.2.7.6) provides a detailed explanation of LDP's expertise and its approach to attendance estimation.
- 3.2 Total attendance to the London Resort is summarised in Table 3-1: Total attendance to the London Resort ('000 visits) Table 3-1. Gate One is expected to draw 5.3m visits in its first year of operation (2025) and 8.4m by 2038. Gate Two is expected to attract 3.0m visits in its first year of operation (2030) and 4.2m by 2038. The Water Park, which is attached to one of the on-site hotels, is expected to draw 622,000 visits in 2025 and 770,000 in 2038. The retail, dining and entertainment (RDE) in the Market is expected to draw 2.1m in 2025 and 4.6m in 2038. LDP note that there will be some overlap between the components, with some visitors attending more than one attraction during their visit.

Table 3-1: Total attendance to the London Resort (' 0 0 0 v i s i t s)

	2025	2030	2038
Gate One	5,289	6,092	8,393
Gate Two	-	3,046	4,196
Water Park	622	749	770
The Market (RDE)	2,098	3,680	4,577

Source: LDP, 2020

- 3.3 An important distinction to make regarding the above components is that the elements in the first three rows (the theme parks and the Water Park) are only accessible after crossing the payline (that is, paying an entry fee). By comparison, the RDE component is outside the payline, with any visitors able to come and experience the offer without a ticket. This creates a distinction between the type of trip that a person may make to the London Resort. A decision to make a trip inside the payline is not the same as a decision to visit the RDE components. The former requires payment in the form of a ticket so is likely to be planned in advance and last at least a day. The latter requires no payment, could be a spontaneous decision, maybe only taking an hour or so, and is likely a decision which could

compete more directly with the existing retail and leisure offer in the CSA. The below sections therefore split the impacts of the London Resort by this distinction.

IMPACT OUTSIDE THE PAYLINE

- 3.4 There will be positive impacts on local retail and leisure due to the increase in visitor expenditure in the local area. The employment opportunities created by the London Resort would also lead to additional expenditure by workers from their increased disposable incomes. As evidenced by the experience of Disneyland Paris, there is also the possibility of visitors making linked trips in the local or sub-regional area, which would further increase the level of expenditure induced by the tourism associated with the London Resort.
- 3.5 This will create additional activity in the CSA through spending on accommodation, leisure and retail, as well as in wider Kent and Medway, and potentially London. At the same time, there is potential for trade diversion. Local leisure and retail facilities may have to compete for trade.
- 3.6 The London Resort might also result in demand for complementary uses near the Project Site. New hotels and restaurants might be built and co-locate near the Project Site to benefit from the additional visitors and economic activity supported.
- 3.7 This section considers the trade-off between the additional spending and demand created by the London Resort set against the potential additional competition provided and the resulting displacement from nearby facilities. The possible trade displacement impacts, and additional visitor and worker spend impacts are analysed separately, and then a net impact is considered for the overall conclusion.

Direct trade diversion from the CSA

Commercial offer outside the payline

- 3.8 The commercial offer outside the payline on the Kent Project Site³¹ can be split into four main areas: the Market, hotels and boulevard, the Coliseum and the Conferention centre. These elements include a mix of retail and F&B and other leisure offerings. Table 3-2 summarises the floorspace outside the payline. Table 3-2 provides floorspace in GEA; this is converted to net internal area (NIA) for the impact assessment in Table 3-3.

Table 3-2: The retail and leisure offering at the London Resort outside the payline (m² Gross External Area, GEA)

Location	Commercial offer	Description	Floorspace (m ² GEA)
The Market	F&B	Node 2 (similar to borough market)	6,000

³¹ As stated in the introduction, there is potential for minimal provision at Tilbury such as selling coffee and a bottle of water. This provision is expected to be minimal if it is provided and has no potential to significantly impact retail and leisure in Thurrock or the CSA. It has therefore been scoped out of this assessment.

Location	Commercial offer	Description	Floorspace (m ² GEA)
	F&B	Sports bar	3,150
	Other leisure - secret cinema	London Resort themed secret cinema	3,250
	Other leisure - music venue	Music venue (25 m ² NIA of which is own F&B offer)	2,500
Hotels and boulevard	Comparison Retail	2 units at 990 m ² each in hotel either side of Boulevard	1,800
	F&B	12 units at 660 m ² each in hotel either side of Boulevard	4,900
	F&B	5 units at 500 m ² each in Boulevard courtyards	2,560
The Coliseum	F&B	Grab and go coffee and food offers across 3 floors (excl seating)	395
Conferention centre	Other leisure - Arena	Arena (2,500 seats)	2,020
	F&B	4 fixed bar positions only open for events at the Conferention centre	120
Total			26,695

Source: Apt, 2020

- 3.9 The comparison retail floorspace (1,800 m² GEA) is only 1% of the comparison floorspace at Bluewater. It will represent only a 0.7% increase in Dartford’s comparison floorspace and a 0.3% increase in the CSA comparison floorspace.
- 3.10 The London Resort has engaged with Landsec (owners of Bluewater) regarding the proposed retail and leisure offer at London Resort and they are not opposed to the principle. They have rightly explored and challenged the robustness of the Applicant’s approach and assumptions but are in general supportive as they recognise the synergy of the two schemes afforded by differentiated offer and their close proximity and the economic benefits that the London Resort will bestow on the local area, which can only have a positive impact on the town centres of Dartford and Gravesend. Despite the fact that the scheme is not opposed by Landsec, the potential impact upon Bluewater is still considered here to be conservative.
- 3.11 Some of the uses have a greater potential to divert trade than others depending on the extent to which they could compete with the existing available offer in the CSA. One element which determines this is similarity of the offer. The retail offer in the hotels either side of the boulevard will largely be focused on London Resort themed goods and so these provisions are not likely to directly compete with the existing CSA retail offer. Similarly, the F&B outlets will be mostly London Resort themed which would reduce the level of competition with nearby establishments.
- 3.12 Another element which can determine direct competitiveness is the proximity of the offer. The F&B offerings will be in close proximity of Bluewater, which holds the highest density of F&B floorspace and highest number of F&B businesses in Dartford and Gravesham.
- 3.13 A further element which determines direct competitiveness is how often the offerings are open and hence feasibly able to divert trade. For example, the four fixed bar positions in

the Conferention centre will only be open during events so will not be competing with nearby bars for a large period of time (unless there is an event on). For this reason, they are not included in the impact assessment. By contrast, the grab and go coffee and food offers in the Coliseum will have more standard opening hours, so could directly compete with coffee and food establishments within the CSA.

- 3.14 The secret cinema is not a confirmed component of the Market but has also been included to provide a conservative assessment of the effect on leisure. Like the retail and F&B offers at the RDE, this secret cinema will be London Resort themed – typically showing only Resort intellectual property related screenings – and so is expected to be sufficiently different in its offer relative to the existing CSA offer.
- 3.15 As described above, the nature of the retail and leisure offer at the London Resort means it is unlikely to directly compete with the existing offer in the CSA. However, there may be some trade diversion. To be conservative, this assessment assumes that all the uses, apart from the fixed bars in the Conferention Centre, could result in trade diversion from the CSA.

Expected turnover outside the payline

- 3.16 Consistent with standard practice for retail and leisure impact assessment, total turnover at the proposed floorspace is estimated using sales densities (turnover per m²) for the comparison and F&B elements. The UK sales densities from the Experian Retail Planner have been uplifted to 2019 prices and growth in sales density efficiency³² (as outlined in the Experian growth rate projections) was applied to estimate the sales density in the key assessment years.

Table 3-3: Estimated turnover at comparison and F&B components outside the payline

	Comparison retail			F&B ³³		
	2025	2030	2038	2025	2030	2038
Floorspace (m ² GEA)	1,800			17,005		
Floorspace (m ² NIA)	1,368			12,924		
Sales density	6,682	7,641	9,325	6,011	6,317	6,842
Total turnover	£9.1m	£10.5m	£12.8m	£77.7m	£81.6m	£88.4m

Sources: Sales density taken from Experian Retail Planner. Note: NIA has been estimated by applying the assumptions that NIA = 0.8 GIA and that GIA = 0.95 GEA as outlined in the HCA Employment Densities Guide 3rd Edition, 2014.

- 3.17 For the secret cinema and music events elements, the sales density approach is not as relevant. It is more appropriate to estimate total turnover based on the estimated attendance, average ticket price and number of events. These have been estimated using

³² Experian assume national growth in sales density over time

³³ Experian project that growth in F&B sales density will be slower than growth in comparison retail sales density. This is at odds with the general view that the future will see a rise in experiential spending over and above that of retail spend.

appropriate industry benchmarks. Capacity has been informed by fire safety regulation standards.

Table 3-4: Estimated turnover at other leisure components outside the payline for all assessment years

	Secret Cinema	Music Venue
Capacity	500	4,000
Total turnover	£2.7m	£4.4m

Sources: Apt, 2020; Volterra calculations.

Attendance outside the payline

3.18 This section considers where visitors are likely to come from to understand the extent to which their expenditure might have been in the CSA in the absence of the London Resort.

3.19 LDP has estimated attendance (not footfall but spenders) at the RDE component, which are the elements outside the payline. LDP split this attendance into primary residents (living within 15, 30 and 60 minutes’ drive time to the site), secondary residents (living within 1-2 hour drive) and tourists. This analysis assumes that primary residents are the group whose trade could be diverted from the CSA. Figure 3-1 shows these catchments overlaid with the PSB and CSA. The 0-15 minute drive catchment corresponds reasonably well with Dartford and Gravesham. The 0-30 minute catchment is far larger than the CSA and might be considered to be a reasonable picture of the current customer catchment for CSA retail and leisure centres. The 30 minute catchment is expected to be a suitable study area for the majority of the CSA offering. The exceptions to this are the regional centres of Bluewater and Lakeside, which have a wider draw.

Figure 3-1: LDP offsite attendance catchments and the CSA



Source: LDP, 2020; Google maps. Contains OS data © Crown copyright and database right 2020

- 3.20 The total attendance at the RDE by visitors from these catchments is displayed in Table 3-5: Primary resident catchment attendance (spenders) at RDE. Overall, 403,000 residents from the 0-15 minute catchment are expected to spend at the RDE in 2025, accounting for 19% of total RDE attendance. The number of visitors from this catchment rises to 1m in 2038 (23% of total RDE attendance or spenders). Of the 15-30 minute catchment, 137,000 are expected to attend in 2025 which, together with the 0-15 minute catchment, would account for 26% of total RDE attendance. This rises to 154,000 (cumulative 27%) in 2038.
- 3.21 The attendance from the 30-60 minute catchment is small at 34,000 in 2025 and 45,000 in 2038. Cumulatively, the 0-60 minute catchment is expected to contribute 27% of total RDE attendance (spenders) in 2025 and 28% in 2038. Given the small additional number of attendees relative to the likely spend in that wider area, the impacts from this group are deemed to have no potential to generate significant adverse impacts and have been scoped out of this assessment.
- 3.22 The remaining attendance is from residents who travel from further afield for a day trip (1-2 hours) or overnight visitors.

Table 3-5: Primary resident catchment attendance (spenders) at RDE (' 0 0 0 and cumulative s) proportion of total RDE attendance

	2025		2030		2038	
	Attendance	Cumulative %	Attendance	Cumulative %	Attendance	Cumulative %
0-15 minutes	403	19%	765	21%	1,064	23%
15-30 minutes	137	26%	167	25%	154	27%
30-60 minutes	34	27%	44	27%	45	28%
> 60 minutes	1,524	100%	2,704	100%	3,314	100%

Source: LDP, 2020

Trade diversion and impact upon turnover

- 3.23 The RDE turnover supported by local residents has been estimated in line with the proportion of RDE visitors who are expected to come from the local area. For example, it is estimated that 19% of RDE visitors will come from the 0-15 minute catchment so our analysis assumes that this same proportion of turnover would be supported by residents from this catchment. This will likely overstate the impact as residents from the primary residential catchment are expected to have a lower spend per head than tourists.³⁴

³⁴ For example, in 2019, Visit Britain data shows that domestic holiday tourists to the surrounding regions (South East, East of England and London) spent an average of £84 per night, compared with £128 for international tourists.

However, in the absence of this information, this conservative assumption has been applied.

- 3.24 To estimate the impact, the baseline turnover for the relevant sectors has been used. The spend by residents in the 0-15 minute catchment is compared to turnover in Dartford and Gravesham due to the geographical similarity between these areas. The spend in the wider 0-30 minute catchment is compared to turnover for the CSA. The assessment therefore distinguishes between the impact on Dartford and Gravesham and the wider CSA, which is appropriate given that the RDE component will be on the Kent Project Site.
- 3.25 As shown in Figure 3-1, the alignment between the travel catchments and the study areas are not perfect. Both the 0-15 and 15-30 minute catchments are larger than the Dartford and Gravesham and CSA areas respectively. The assumptions that that the 0-15 minute catchment corresponds to Dartford and Gravesham and the 0-30 minute catchment corresponds to the CSA are therefore conservative as they assume that all spend by these residents at the RDE would otherwise have taken place in Dartford and Gravesham and the CSA respectively whereas, in reality, some of this spending may have taken place in retail and leisure centres closer to the attendees' homes. The possible impact of the London Resort diverting trade from these further afield centres is discussed in Chapter 4 of this report.
- 3.26 Table 3-6 shows the overall impact of the maximum potential trade diversion from Dartford and Gravesham, and the overall CSA, to the RDE at the London Resort by relevant sector. This is presented as a percentage of future baseline turnover in those relevant sectors.
- 3.27 This highlights that the retail turnover at the RDE is very minimal (c. 0.1%) in the context of future baseline turnover. Turnover on the bespoke leisure provisions (secret cinema and music venue) is also small, at 1.1%-2.1% of future baseline turnover. The largest turnover category is within F&B, which also accounts for the largest percentage of future baseline turnover, although this still only accounts for 3.3%-3.7% of CSA turnover and 5.5%-5.8% of Dartford and Gravesham turnover.

Table 3-6: Total residential spend at the RDE (trade diversion) and proportion of baseline turnover that it represents – for both Dartford & Gravesham, and across the whole CSA – by assessment year

	Dartford and Gravesham			CSA		
	2025	2030	2038	2025	2030	2038
Retail (comparison)						
RDE turnover from residents	£1.8m	£2.2m	£3.0m	£2.4m	£2.6m	£3.4m
Turnover (comparison goods)	£1,792m	£2,152m	£2,882m	£4,239m	£5,129m	£6,943m
%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%
F&B						
RDE turnover from residents	£14.9m	£17.0m	£20.6m	£20.0m	£20.7m	£23.5m

	Dartford and Gravesham			CSA		
	2025	2030	2038	2025	2030	2038
Turnover (restaurants and café meals, alcoholic drinks consumed outside the home)	£270m	£297m	£353m	£546m	£603m	£714m
%	5.5%	5.7%	5.8%	3.7%	3.4%	3.3%
Secret cinema						
RDE turnover from residents	£0.5m	£0.6m	£0.6m	£0.7m	£0.7m	£0.7m
Turnover (cinemas and theatres)	£26m	£29m	£34m	£49m	£55m	£64m
%	2.0%	2.0%	1.9%	1.4%	1.3%	1.1%
Music venue						
RDE turnover from residents	£0.8m	£0.9m	£1.0m	£1.1m	£1.1m	£1.2m
Turnover (Night clubs/music venues/disco/bingo)	£41m	£45m	£53m	£77m	£86m	£102m
%	2.1%	2.0%	1.9%	1.5%	1.3%	1.1%

Sources: Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017; North Kent SHENA Retail & Commercial Leisure Assessment, 2016; South Essex Retail Study, 2017. Note: the turnover denominator is Dartford and Gravesham for the 0-15m catchment, and the CSA for the 0-30m catchment.

Offset impacts from visitor and worker expenditure as a result of the London Resort

3.28 The London Resort will attract a new visitor market, some of whom will spend in the CSA. Additionally, workers are known to spend in their local area on a workday, and there will be an estimated 8,700 workers at London Resort in 2025, rising to over 17,000 in 2038. Finally, the London Resort will be providing onsite accommodation for some workers. These workers will support additional expenditure on consumer goods and services in the CSA as they will be new residents of the CSA. The spend of these groups is taken in turn below and more detail on the methodology is presented in Chapter 7: *Land use and socio economics* (document reference 6.1.7).

Visitor spend

3.29 Total attendance at the London Resort is expected to be 6.5m in 2025 rising to 12.5m in 2038. A proportion of these will be overnight visitors, some of which may stay in the on-site hotels. Others may stay in accommodation in the CSA or further afield, linking their trip with a visit to another leisure destination and spending on retail and leisure in the area close to their accommodation. Table 3-7 estimates the proportion of this spend which will take place in the CSA on F&B and leisure. The methodology used to obtain these estimates is described in Appendix 1.0. The impact on locations further afield than the CSA is discussed in Chapter 4 of this report.

Table 3-7: London Resort visitor spend on retail and F&B in the CSA by assessment year

	Dartford and Gravesham			CSA		
	2025	2030	2038	2025	2030	2038
Retail (comparison)	£0.7m	£1.6m	£2.7m	£1.1m	£2.5m	£4.2m
F&B	£1.0m	£2.2m	£3.6m	£1.5m	£3.5m	£5.7m

Sources: Visit Britain, 2019, Great Britain Tourism Survey; Visit Britain, 2010, Domestic Overnight Travel Spending Breakdown.

Worker spend

3.30 The London Resort is expected to support 5,900 full time equivalent workers in 2025 and 11,200 in 2038. A YouGov survey found that workers spend £6 per day in their local area, half of which is assumed to be on convenience goods and half of which is assumed to be on F&B. Uplifting the spend for wage growth to 2019 and applying an earnings differential for Kent and the different sectors that will be supported at the London Resort, a daily worker spend can be estimated. It is conservatively assumed that only 60% of the workers spend this amount for only 220 days of the year and that only 25% of this daily spend occurs outside the London Resort in the CSA. Given that the majority of employment floorspace is in the Kent Project Site and the proximity of Dartford and Gravesham to this, it is assumed that 95% of worker spend outside the London Resort will be in Dartford and Gravesham.

Table 3-8: London Resort worker spend outside the London Resort by assessment year

	Dartford and Gravesham			CSA		
	2025	2030	2038	2025	2030	2038
Retail (convenience)	£0.50m	£0.72m	£0.93m	£0.52m	£0.76m	£0.98m
F&B	£0.50m	£0.72m	£0.93m	£0.52m	£0.76m	£0.98m

Source: Volterra calculations

On-site resident worker spend

3.31 The London Resort includes on-site accommodation for some workers. There will be a total of 500 units with a maximum capacity of 2,000. These will be delivered in phases, with 250 by 2025 and the remaining 250 by 2030. It is estimated that occupancy will be 90% throughout the year. Therefore, there will be an estimated 900 workers living on-site in 2025 and 1,800 in 2030 and 2038. These workers will become residents of the CSA and support spending in the area. This spend has been estimated using the average Dartford resident expenditure from the retail and leisure studies as described in the baseline methodology in Appendix 1.0. The location of the spend (whether in Dartford and Gravesham or total CSA) is estimated using the leakage from Table 2-4. The increase in spend over the years is a result of forecast increase in per capita expenditure and the higher number of workers expected in 2030 and 2038 (1,800) compared to 2025 (900).

Table 3-9: Spend on goods and services in the CSA by 1,800 on-site resident workers by assessment year

	Spend in Dartford and Gravesham			Spend in the CSA		
	2025	2030	2038	2025	2030	2038
Comparison	£3.1m	£7.2m	£9.1m	£3.3m	£7.7m	£9.6m
Convenience	£1.4m	£3.0m	£3.0m	£1.5m	£3.1m	£3.2m
Restaurants and café meals	£0.5m	£1.0m	£1.2m	£0.5m	£1.0m	£1.2m
Alcoholic drinks consumed outside the home	£0.1m	£0.2m	£0.2m	£0.1m	£0.2m	£0.2m
Cinema and theatres	£0.1m	£0.1m	£0.1m	£0.1m	£0.1m	£0.2m
Night clubs/music venues/disco/bingo	£0.1m	£0.3m	£0.3m	£0.1m	£0.3m	£0.3m

Sources: Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017; North Kent SHENA Retail & Commercial Leisure Assessment, 2016; South Essex Retail Study, 2017.

Summary

3.32 Table 3-10 displays the additional spend in the CSA by the workers (including those living on-site) and visitors supported by the London Resort. The spend on each type of good and service increases over time due to the increased numbers of workers and visitors at the London Resort and the increasing average spend of the on-site resident workers. Actual spend on comparison goods is expected to be the largest of all spend groups in all assessment years, followed by F&B.

Table 3-10: Summary of spend on goods and services in the CSA by visitors and workers by assessment year

		Spend in Dartford and Gravesham			Spend in the CSA		
		2025	2030	2038	2025	2030	2038
Comparison	Spend	£3.8m	£8.8m	£11.7m	£4.4m	£10.2m	£13.8m
	% turnover	0.2%	0.4%	0.4%	0.1%	0.2%	0.2%
Convenience	Spend	£1.0m	£3.7m	£4.0m	£2.1m	£3.9m	£4.2m
	% turnover	0.4%	0.8%	0.8%	0.2%	0.4%	0.4%
F&B	Spend	£2.0m	£4.1m	£5.9m	£2.6m	£5.4m	£8.1m
	% turnover	0.7%	1.4%	1.7%	0.5%	0.9%	1.1%
Cinema and theatres	Spend	£0.1m	£0.1m	£0.1m	£0.1m	£0.1m	£0.2m
	% turnover	0.2%	0.4%	0.4%	0.1%	0.3%	0.3%
Night clubs/music venues/disco/bingo	Spend	£0.1m	£0.23m	£0.3m	£0.1m	£0.3m	£0.3m
	% turnover	0.3%	0.6%	0.6%	0.2%	0.3%	0.3%

Sources: Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017; North Kent SHENA Retail & Commercial Leisure Assessment, 2016; South Essex

Retail Study, 2017. Note: the turnover denominator is Dartford and Gravesham for the 0-15m catchment, and the CSA for the 0-30m catchment.

Net impacts

3.33 The above derived visitor and worker spend will, to some extent, directly offset the trade diversion impacts. Table 3-11 subtracts the trade diversion impacts from the visitor and worker impacts to get an overall net impact upon retail and leisure centres in the CSA. A negative figure represents a negative net spend impact on the CSA turnover baseline (in other words, a decrease in total turnover; the increase in spending in the local area is more than offset by the displacement of existing activity). A positive figure represents an increase in total turnover.

Table 3-11: Summary of net impacts of the London Resort on retail and leisure centres in the CSA by assessment year

		Dartford and Gravesham			CSA		
		2025	2030	2038	2025	2030	2038
Comparison	Spend	£2.1m	£6.6m	£8.7m	£2.1m	£7.6m	£10.5m
	% turnover	0.1%	0.3%	0.3%	0.0%	0.1%	0.2%
Convenience	Spend	£1.9m	£3.7m	£4.0m	£2.1m	£3.9m	£4.2m
	% turnover	0.4%	0.8%	0.8%	0.2%	0.4%	0.4%
F&B	Spend	-£12.9m	-£12.9m	-£14.7m	-£17.4m	-£15.3m	-£15.5m
	% turnover	-4.8%	-4.3%	-4.1%	-3.2%	-2.5%	-2.2%
Cinema and theatres	Spend	-£0.5m	-£0.4m	-£0.5m	-£0.6m	-£0.5m	-£0.6m
	% turnover	-1.8%	-1.5%	-1.5%	-1.3%	-1.0%	-0.9%
Night clubs/music venues/disco/bingo	Spend	-£0.7m	-£0.6m	-£0.7m	-£1.0m	-£0.8m	-£0.9m
	% turnover	-1.8%	-1.4%	-1.3%	-1.3%	-1.0%	-0.8%

Sources: Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017; North Kent SHENA Retail & Commercial Leisure Assessment, 2016; South Essex Retail Study, 2017. Note: the turnover denominator is Dartford and Gravesham for the 0-15m catchment, and the CSA for the 0-30m catchment.

3.34 There is no recognised methodology for assessing the impact of e-Sports. As identified in the *Economic and Regeneration Statement* (document reference 7.5), the London Resort would expand the existing market into this sector which will be additional because of the current lack of provision. The e-Sports floorspace is therefore not expected to divert any economic activity from elsewhere in the CSA.

3.35 Overall, the London Resort is expected to have a positive net impact on comparison and convenience goods across both geographies of up to 0.8%:

- Whilst the London Resort does provide some comparison retail floorspace in the RDE, the trade diversion as a result of this provision is very small. With reference to the NPPF requirements, even in isolation this would only be a negligible adverse impact,

and certainly could not be considered “significant adverse”. This itself is conservative given the London Resort themed nature of the goods being sold meaning there is likely to be very little direct competition. The comparison goods spend by visitors and on-site resident workers generated by the London Resort is expected to more than offset this trade diversion, resulting in a net positive impact;

- The convenience goods spend by workers has a very small net positive impact of between 0.2% and 0.8%. This is the maximum positive impact that can be expected on CSA convenience turnover. There is the potential for on-site convenience provision to be delivered if required in order to mitigate any overcrowding effects in local stores. This provision would likely be very small (c. 200-250 m²). Given the small size, the workers are still expected to allocate some of their spend to existing CSA businesses. It will not be the case that the on-site provision both fully absorbs the spend available by workers and has further capacity to divert any trade from existing centres. In this way, although the realised net positive impact may be smaller than 0.2% - 0.8% of turnover, it would not become a negative net impact and instead would always remain a small positive impact.

3.36 The London Resort is expected to have a minor negative net impact on leisure goods at both the Dartford and Gravesham level and the whole CSA. The percentage impact on turnover is between -4.8% and -0.8%, but the extent of the impact varies across leisure types:

- F&B experiences the largest negative net impact. This is particularly true at the Dartford and Gravesham level (between -4.8% and -4.1%) compared to the wider CSA (between -3.2% and -2.2%);
- Cinemas and theatres in the CSA have small net negative impacts: between -1.8% and -1.5% at the Dartford and Gravesham level and between -1.3% and -0.9% at the CSA level. Notably, this secret cinema is not yet confirmed, but has been included in the assessment to remain conservative. If it were not provided, the CSA would experience net positive impacts;
- Night clubs/music venues/disco/bingo are also modelled to experience a small negative net impact of between -1.8% and -1.3% at the Dartford and Gravesham level and between -1.3% and -0.8% at the CSA level.

3.37 The on-site resident workers will spend on other items that are not quantified in this assessment. Table 2-6 outlines all additional household expenditure items which these residents will likely buy. Any spend on such items that takes place in the CSA will become a further net positive impact. Of particular relevance to this assessment is the additional spend on takeaways. This is because many of the F&B businesses included in the assessment will also offer takeaways, and so any takeaway income will increase the offset. The overlap is not known and so has not been included in the main assessment. The ONS estimated that, in 2019, households in the CSA spent approximately £5 a week on takeaway meals eaten at home and a further £5 a week on other take-away and snack food, or £528 per year per household. Applying this to the occupied on-site units and

factoring for a future increase in leisure spend (approximately 2% per annum³⁵) elicits a total spend by on-site workers of £0.14m in 2025, £0.30m in 2030 and £0.35m in 2038. Takeaway food outlets typically have a small catchment; residents typically purchase locally so that the food is still hot when it arrives and transport costs for the business are also minimised. Therefore, the majority of this spend is expected to take place at local providers. A less conservative assessment of this impact is contained in Appendix 1.0.

- 3.38 There will also be indirect and induced offset impacts. For example, visitors will spend in CSA supporting new employment and businesses. These impacts are considered in the *Economic and Regeneration Statement* (document reference 7.5) but are conservatively not measured here.

Impact on centres

- 3.39 This report has utilised the market share statistics from the various borough retail studies in order to estimate the proportion of the trade diversion and offset spend that will occur at individual centres.³⁶ These are then compared to projected turnover at these centres in order to gauge individual overall impacts.

Comparison goods

- 3.40 Overall, all centres considered in the table below are expected to have net increases in spend with any trade diversion as a result of the London Resort more than offset by the additional demand it creates.
- 3.41 In absolute terms, Bluewater is expected to experience the largest trade diversion and offset impacts, given its strong comparison offer and proximity to the London Resort. However, as a proportion of Bluewater turnover, these impacts are very small (0.1% in 2025 and 0.2% in 2030 and 2038). Crayford (Dartford) and Imperial Retail Park (Gravesham) are expected to experience the largest net increase in comparison spend relative to their turnover (0.2% in 2025 and 0.5% in 2030 and 2038) but this is still considered very small. Dartford and Gravesend town centres are expected to see 0.2% increases in net comparison goods spend in 2025 and 0.4% in 2030 and 2038.

Table 3-12: Summary of Dartford and Gravesham net comparison goods spend impacts of the London Resort on retail centres by assessment year

	Market share	2025	2030	3038
Dartford town centre (Dartford)				
Trade diversion	11%	£0.2m	£0.2m	£0.3m

³⁵ Taken from the retail and leisure studies' future leisure spend baseline discussed in Appendix 1.0.

³⁶ The market share for both the trade diversion and offset impacts has been set here as the same (derived from the expenditure market shares in the retail studies). These have been sense checked against the proportion of floorspace that each centre accounts for. However, these studies' market shares represent the whole borough populations' spending habits. It is conceivable that proximity to the site might affect both market share assumptions. For the trade diversion impacts, proximity to the site increases direct competition. Therefore, Bluewater may experience larger trade diversion impacts. With the offset impacts, the on-site worker residents live far closer to Bluewater than to any other centres, hence Bluewater may enjoy a larger amount of the offset than it enjoys from general borough resident spend. These market shares were varied in sensitivity tests to reflect this uncertainty, and the net impacts were found to be of comparable magnitude to that presented in the main assessment.

	Market share	2025	2030	3038
Offset	11%	£0.4m	£1.0m	£1.3m
Net		£0.2m	£0.7m	£1.0m
Turnover		£150m	£181m	£244m
%		0.2%	0.4%	0.4%
Bluewater (Dartford)				
Trade diversion	40%	£0.7m	£0.9m	£1.2m
Offset	40%	£1.5m	£3.5m	£4.7m
Net		£0.8m	£2.6m	£3.5m
Turnover		£1,264m	£1,508m	£1,999m
%		0.1%	0.2%	0.2%
Crayford (Dartford)				
Trade diversion	4%	£0.1m	£0.1m	£0.1m
Offset	4%	£0.1m	£0.3m	£0.4m
Net		£0.1m	£0.2m	£0.3m
Turnover		£35m	£43m	£60m
%		0.2%	0.5%	0.5%
Gravesend town centre (Gravesham)				
Trade diversion	21%	£0.4m	£0.5m	£0.6m
Offset	21%	£0.8m	£1.8m	£2.4m
Net		£0.4m	£1.4m	£1.8m
Turnover		£275m	£330m	£440m
%		0.2%	0.4%	0.4%
Imperial Retail Park, Gravesend (incl. Asda) (Gravesham)				
Trade diversion	9%	£0.2m	£0.2m	£0.3m
Offset	9%	£0.3m	£0.8m	£1.0m
Net		£0.2m	£0.6m	£0.7m
Turnover		£93m	£114m	£158m
%		0.2%	0.5%	0.5%

Convenience goods

3.42 The table below shows the maximum positive turnover impact expected at each convenience store in Dartford and Gravesham as a result of worker expenditure. As discussed in paragraph 3.35, there is potential for the site to deliver a small convenience offering in order to mitigate any overcrowding that may occur. This provision is expected to be very small. Whilst it could result in the below positive impacts being decreased, it is not expected to result in any net negative impacts. Overall, Gravesend town centre (including Morrisons and ASDA Superstore) and Springhead (including Sainsbury's superstore at Wingfield Bank) can expect a reasonably large share of the impact, which follows given they are the areas of highest floorspace density in Dartford and Gravesham.

Table 3-13: Summary of Dartford and Gravesham net convenience goods spend impacts of the London Resort on retail centres by assessment year

	Market share	2025	2030	3038
ASDA Superstore, Crossways Boulevard, Greenhithe (Dartford)				
Net	9%	£0.2m	£0.3m	£0.4m
Turnover		£46m	£52m	£55m
%		0.4%	0.7%	0.7%
Sainsbury's Superstore, Priory Market Place, Priory Shopping Centre (Dartford)				
Net	3%	£0.1m	£0.1m	£0.1m
Turnover		£16m	£18m	£19m
%		0.4%	0.6%	0.6%
Morrisons, Coldharbour Road, Northfleet, Gravesend (Gravesham)				
Net	16%	£0.3m	£0.6m	£0.7m
Turnover		£80m	£88m	£93m
%		0.4%	0.7%	0.7%
ASDA Superstore, Imperial Retail Park, Thames Way, Gravesend (Gravesham)				
Net	16%	£0.3m	£0.6m	£0.6m
Turnover		£79m	£87m	£93m
%		0.4%	0.7%	0.7%
Sainsbury's Superstore, Wingfield Bank, Northfleet, Gravesend (Gravesham)				
Net	14%	£0.3m	£0.5m	£0.5m
Turnover		£77m	£85m	£90m
%		0.3%	0.6%	0.6%
ASDA Superstore, Crossways Boulevard, Greenhithe (Gravesham)				
Net	9%	£0.2m	£0.3m	£0.4m
Turnover		£46m	£52m	£55m
%		0.4%	0.7%	0.7%
Tesco Metro, Thamesgate Shopping Centre, Gravesend (Gravesham)				
Net	5%	£0.1m	£0.2m	£0.2m
Turnover		£25m	£28m	£29m
%		0.4%	0.7%	0.7%
ALDI, 55 London Road, Northfleet, Gravesend (Gravesham)				
Net	5%	£0.1m	£0.2m	£0.2m
Turnover		£23m	£26m	£28m
%		0.4%	0.6%	0.7%

F&B

3.43 For F&B, Bluewater is expected to experience the largest absolute amount of trade diversion and offset spend. Given its high turnover, this results in small impacts of between -2.7% and -2.3%. Dartford and Gravesend town centres are expected to experience smaller nominal impacts but due to their lower turnover the proportional impact is expected to be larger, at between -6.5% and -5.6%. None of these impacts are deemed significant adverse. It is again highlighted that these are absolute worst case assessments. Appendix 1.0 contains sensitivity assessments of a more realistic scenario,

which better reflects the unique nature of the London Resort offering which means it has less potential to directly divert trade from centres.

Table 3-14: Summary of Dartford and Gravesham resident F&B spend impacts of the London Resort on centres by assessment year

	Market share ³⁷	2025	2030	2038
Dartford town centre (Dartford)				
Trade diversion	12%	£1.8m	£2.0m	£2.5m
Offset	12%	£0.2m	£0.5m	£0.7m
Net		-£1.5m	-£1.5m	-£1.8m
Turnover		£24m	£26m	£31m
%		-6.5%	-5.9%	-5.6%
Bluewater (Dartford)				
Trade diversion	40%	£6.0m	£6.8m	£8.2m
Offset	40%	£0.8m	£1.6m	£2.4m
Net		-£5.2m	-£5.1m	-£5.8m
Turnover		£192m	£211m	£251m
%		-2.7%	-2.4%	-2.3%
Gravesend town centre (Gravesham)				
Trade diversion	15%	£2.2m	£2.5m	£3.0m
Offset	15%	£0.3m	£0.6m	£0.9m
Net		-£1.9m	-£1.9m	-£2.2m
Turnover		£29m	£32m	£39m
%		-6.4%	-5.8%	-5.6%

Other leisure

3.44 There is no established impact assessment methodology for undertaking an assessment of cinema, theatre and music venue uses. The sales densities for these uses can vary significantly depending on the nature of the offer. This section therefore focuses on a qualitative assessment of the impact on existing and future leisure offers.

3.45 For the cinemas, theatres and music venues, there are only a few in the CSA, and so these are the only locations where there could be impacts. The relative size and frequency of performances might give some indication as to which might feel the most impacts. For example, the Dartford Open Air Theatre is fairly small and only opens throughout the summer, so might expect low impacts. The major cinema in Dartford and Gravesham is in Bluewater, with the Paul Greengrass cinema in The Woodville only offering one screen. It is similar for music venue impacts.

³⁷ As with the comparison retail analysis, sensitivity tests varied the market share and offset impacts to account for proximity and found comparable magnitudes.

- 3.46 That said, the proposed Secret Cinema and Music Venue are not expected to directly compete for spending with these facilities. The shows at these will be directly related to the London Resort and distinct from the existing offer in the CSA.
- 3.47 The existing facilities of this nature within the CSA will continue to have their own customer bases. The London Resort is not expected to have a significant adverse impact on the trading of existing facilities in these locations or the vitality and viability of any nearby centre.

Impact upon future centres

- 3.48 The above impact discussions are based upon current market shares across centres in each sector. These could change after future developments have been completed. The key developments are the expansion of Bluewater (expected by 2022), Dartford town centre regeneration (by 2023) and Gravesend town centre. An allocated future centre not considered in the main assessment is that of Eastern Quarry at Ebbsfleet. This is to be delivered as part of the Ebbsfleet Garden City, due to be built by 2035.
- 3.49 Considering the retail and F&B future provision at each key future centre, the 30,000 m² extension at Bluewater consists of 28,500 m² comparison retail and 1,500 m² F&B. The Dartford town centre regeneration has 2,682 m² permitted for retail, but none explicitly for F&B. The Gravesend town centre regeneration has 650 m² commercial/retail floorspace permitted, but it is unclear how much of this would be allocated to retail and F&B. Eastern Quarry has maximum parameter allocations for 26,000 m² of E class (formerly A1-A5) uses. Of this, 19,600 m² is allocated to E class (formerly A1) uses. As a maximum provision, the schemes could therefore deliver c. 51,432 m² of retail and c. 8,550 m² of F&B.
- 3.50 As discussed in the main assessment, retail provision at the RDE component of the London Resort is very small at only 1,800 m². The London Resort was expected to have a small net positive impact overall given visitor and worker spend more than offsetting the small trade draw impacts. This will be the case even more so with additional retail provision at the future centres. They will hold a more varied and significant offering than they do currently, positively impacting trade draw from the workers and visitors. They will also be operating at higher turnovers, lessening the negative impact on their future viability.
- 3.51 Given the large increase at the existing centres, the small and bespoke provision at the London Resort will pose a very minimal relative threat to viability. Like the existing centres, the London Resort is expected to have no significant adverse impacts on future centre's comparison retail trade.
- 3.52 The F&B offering at the RDE is larger than its retail offer, at 17,000 m². For the future centres, the increase in floorspace at future centres will mean that they will be operating at a higher turnover than existing centres. They may also attract higher market share as a result of their increased offering. Therefore, a similar effect to the retail might occur, where impacts are slightly lessened, but to a lesser extent than retail.

3.53 Also, the Dartford and Gravesend town centre regenerations each include a new cinema. These may be expected to take some market share from Bluewater, which currently attracts a high proportion of cinema spend. Were the secret cinema to be delivered at the RDE, the net impact upon Bluewater turnover might be more severe and the impact upon the town centres may be less severe than in the existing centres assessment. However, in the context of Bluewater’s larger turnover, this would still not constitute a significant adverse effect.

Discussion

3.54 The findings presented above are the absolute worst case assessment. They are based on a scenario where the London Resort offer is directly comparable to the existing CSA businesses, and therefore has the potential to directly divert trade. However, it is known that this will not be the case. The offer will be sufficiently distinct, meaning that any spend by CSA residents will likely be displaced from elsewhere in the UK, from other spending categories, or additional.

3.55 Table 2-4 outlines the leakage rates of existing resident spend. An alternative scenario is considered here, where the RDE spend by CSA residents is displaced from their leaked spend, rather than from existing CSA businesses. That is to say that it would enable the Dartford and Gravesham area to capture more of their residents’ spending, clawing back expenditure which currently leaks out of the area. For Dartford and Gravesham, 17% of their residents’ expenditure on comparison retail currently leaks out of the area, but this rises to 25% of restaurant spend, and 30% of leisure (pubs, bars and music venue) spend. This is reflective of the current provision. Having a new more diversified and attractive F&B and leisure offering presents an opportunity to claw back some of this lost expenditure.

3.56 Table 3-15 shows these impacts at the Dartford and Gravesham level. It is not realistic to say that all spend at the London Resort will be displaced from this leaked spend, but it is likely that at least some of it will be, given the diversity of the offer and the fact that London Resort will provide a completely new leisure destination within the area which is unlike anything which currently exists. In this scenario, the only impact upon CSA businesses are the offset impacts, which are all positive. In this scenario, Dartford and Gravesham might clawback up to 30% of their residents’ leaked expenditure on F&B.

Table 3-15: RDE spend by Dartford and Gravesham residents as a proportion of leaked spend outside Dartford and Gravesham

		2025	2030	2038
Retail (comparison)	RDE turnover	£1.8m	£2.2m	£3.0m
	Leaking spend	£2,367m	£282m	£370m
	%	0.7%	0.8%	0.8%
F&B	RDE turnover	£14.9m	£17.0m	£20.6m
	Leaking spend	£54m	£59m	£69m
	%	28%	29%	30%

		2025	2030	2038
Secret cinema	RDE turnover	£0.5m	£0.6m	£0.6m
	Leaking spend	£3m	£4m	£4m
	%	16%	15%	15%
Music venue	RDE turnover	£0.8m	£0.9m	£1.0m
	Leaking spend	£12m	£14m	£16m
	%	7%	7%	6%

IMPACT INSIDE THE PAYLINE

3.57 Attendance by CSA residents inside the payline has the potential to increase overall spend in the CSA by attracting residents to spend more of their leisure pound on the offer there (in a similar way to the clawback scenario discussed above). For the purposes of this specific impact, smaller spend by CSA residents inside the London Resort is the more conservative scenario (representing smaller additional spend).

Offer inside payline

3.58 The leisure offer inside the payline largely consists of the two theme parks and the Water Park which is attached to one of the hotels.

Additional spend

Attendance

3.59 LDP estimate attendance at the theme parks for primary residents (within a one hour catchment), but not at the smaller time intervals that this report utilised for the RDE impacts.

3.60 To estimate the number of visitors from the CSA this analysis therefore applies the primary resident penetration rate to the CSA population. This is illustrative only, and likely to be an underestimate of visitors from the CSA because penetration rates increase with proximity to an attraction – i.e. the penetration rate will be higher for CSA residents than residents elsewhere in the one hour catchment. However, this assumption results in a conservative estimate of retention of spend within the CSA.

3.61 LDP note that not all of these attendees will be additional – e.g. some people may visit more than one part of the Resort – and so it is not as simple as summing the different uses in Table 3-16. The implications of this in terms of turnover is accounted for in the following subsection.

Table 3-16: Estimated attendance within the payline by CSA residents

	2025	2030	2038
Market size (CSA population)	415,400	429,000	447,300

		2025	2030	2038
Main Theme Park	Penetration rate	18.50%	16.50%	18.00%
	Attendance	76,850	70,800	80,500
Second Gate Park	Attendance	-	35,400	40,250
Water Park	Penetration rate	2.75%	2.50%	2.50%
	Attendance	11,400	10,750	11,200

Sources: LDP, 2020; Volterra calculations. Note no attendance to the second gate park in 2025 since only gate one will have been built in this year. No penetration rate is provided for the Second Gate Park, as numbers are based on a benchmark 50% of the main theme park attendance.

Turnover

- 3.62 To estimate theme park turnover derived from each of these residents, park ticket price was benchmarked against other attractions, along with secondary spend such as F&B and merchandise.
- 3.63 The Water Park is attached to one of the on-site hotels, where the price of a room in the Water Park hotel will include access to the Water Park. However, non-hotel visitors can also visit the Water Park. The Water Park attendees in the table above are all from the primary (one hour) catchment so are not expected to stay at the hotel and they would all be paying separately for a ticket. The price of this ticket (and secondary spend at the waterpark) has been benchmarked against other relevant comparators.
- 3.64 LDP note that the majority of visitors would not have time to visit theme parks and the Water Park in one day, so the CSA resident spend at the theme parks and Water Parks are assumed to be additional. In other words, no discount is applied as visitors are not expected to visit both the theme park and Water Park within one day.

Table 3-17: Estimated turnover by CSA residents inside the payline

	2025	2030	2038
Theme parks			
Gates One and Two attendance	76,850	106,200	120,750
Spend per head	£60.00	£53.50	
Total turnover	£4.6m	£5.7m	£6.5m
Water Park			
Attendance	11,400	10,750	11,200
Spend per head	£29.00		
Total turnover	£0.3m	£0.3m	£0.3m
Grand total turnover	£4.9m	£6.0m	£6.8m

Sources: LDP, 2020; Volterra calculations

- 3.65 It is possible that a CSA resident may choose to stay overnight in one of the hotels. However, this is expected to be a small number of CSA residents and this is conservatively excluded from the analysis.
- 3.66 As explained in the *Economic and Regeneration Statement* (document reference 7.5), much of this spend is expected to be additional as the London Resort is unique to the UK. There may be a small amount of diversion from other UK leisure/holiday spend but the majority is expected to be additional and hence the diversion impact is not estimated here.

Chapter Four ◆ Other impact considerations

RETAIL AND LEISURE IMPACTS INSIDE THE CSA

Trade creation

- 4.1 The London Resort will be a very attractive place to work. As such, it may be the case that workers choose to relocate to the CSA for this work (over and above the workforce related migration already anticipated within the demographic forecasts). They will then spend on consumer goods and services in the local centres, providing a benefit to their viability and vitality.
- 4.2 This spend has not been estimated in this assessment because it is unclear to what extent this spend would be additional to that estimated above. The above assessment utilises ONS population projections as a basis for future spending in the CSA. Chapter 7: *Land-use and socio-economics* (document reference 6.1.7) compares these projections against the housing targets at Ebbsfleet Garden City (EGC) and finds that that the two are broadly consistent. That is to say, the projections assume that the planned housing growth is delivered.
- 4.3 If workers moving to the area simply utilise the EGC housing, then their spend is already accounted for in this assessment. However, it might be the case that the workers instead generate housing demand over and above the housing targets. In this instance, whilst having a negative impact on housing supply, there will also be additional retail and leisure spend in the area over and above that which is quantified here.
- 4.4 Chapter 7: *Land-use and socio-economics* (document reference 6.1.7) discusses in more detail the interaction between the housing and retail and leisure effects.

RETAIL AND LEISURE IMPACTS OUTSIDE THE CSA

Trade diversion

- 4.5 It is feasible that retail and leisure centres outside the CSA may suffer some trade diversion as a result of the London Resort. For example, Chatham town centre in Medway is noted in the North Kent SHENA as experiencing similar decline to Gravesend town centre, where both are overshadowed by the large catchment of Bluewater. Medway Valley Leisure Park is a 15 minute drive from Gravesend town centre and a 20 minute drive to the London Resort. This assessment has not quantified the retail and leisure impact further afield than the CSA. However, the impacts on these centres is discussed qualitatively here.
- 4.6 It is important to remember that proximity to the alternative offering is a determinant in how directly competitive the offers may appear to residents. For residents in Medway,

for example, the RDE is further away than for Dartford or Gravesham residents, and so the trade diversion impacts are expected to be smaller.

- 4.7 The relative size of impacts for the various offers would be expected to follow the same pattern as was found for the main assessment in Chapter 3. Comparison retail trade diversion will be very small given the small proposed floorspace whereas F&B would be expected to experience the largest impacts due to the reasonably large offering at the RDE (although the provision is commensurate with what is expected of a global entertainment resort). However, the magnitude of impact at these centres is expected to be lower than those in the CSA as they are further away. No significant adverse effects are therefore expected for any of the uses.

Trade creation

- 4.8 The workers (including those living on-site) are unlikely to spend much within centres outside the CSA because it would be relatively further for them to go. The trade creation effects outside the CSA by these workers is expected to be negligible.
- 4.9 The London Resort will attract a large number of overnight visitors. The visitors may choose to link their trip with a trip to a leisure destination near their place of accommodation. Some may choose to stay in the CSA (as assessed in this report) and some may choose accommodation further afield.
- 4.10 The model described in Chapter 7: *Land use and socio economics* (document reference 6.1.7), which assesses the effect of the visitors and workers on local accommodation options and the housing market, finds the following overnight stay preferences:

Table 4-1: Overnight stay preferences of London Resort visitors by broad area

	2025	2030	2038
London Resort	50%	63%	44%
CSA	12%	9%	14%
One hour of the Resort (non-London)	13%	10%	16%
London	25%	18%	27%

- 4.11 These preferences show a strong visitor preference for linking trips with an overnight stay in London – between 18% and 27% depending upon the assessment year. For areas within one hour of the resort (excluding London), preferences vary between 10% and 16%.
- 4.12 Appendix 1.0 details the methodology behind the visitor expenditure estimates for comparison retail and F&B which were used in the main CSA assessment (Table 3-7). Applying the same methodology to the overnight stay preferences outside the CSA provides the below spend estimates.

Table 4-2: Estimated additional spend by visitors in the areas in which they stay

	One hour (not London)			London		
	2025	2030	3038	2025	2030	3038
Retail (comparison)	£1.3m	£2.9m	£6.6m	£2.2m	£4.7m	£10.4m
F&B	£1.7m	£3.9m	£9.0m	£2.9m	£6.4m	£14.1m

Sources: Visit Britain, 2019, Great Britain Tourism Survey; Visit Britain, 2010, Domestic Overnight Travel Spending Breakdown.

- 4.13 Clearly, retail and leisure destinations within these areas will benefit from the additional spend that visitors to the London Resort will support near their accommodation. These visitors are expected to generate further spend on additional entertainment (aside from the London Resort), however this has been excluded to remain conservative.
- 4.14 This additional spend is not expected to be significant in the context of total retail and F&B turnover at these large geographies. However, there may be some pockets of high spend impacts within these geographies. The exact distribution of this spend will depend upon where the visitors choose to stay and the strength of the retail and leisure offer near to the visitors' accommodation choice. For example, areas with direct transport links to the London Resort (such as Kings Cross, which has a direct HS1 rail link to Ebbsfleet) might be expected to attract a large proportion of the London visitors and, consequently, their spend. Similarly, the geographical distribution of these impacts is also likely to be intrinsically linked with any induced development impacts (for example if a new hotel is built).

Chapter Five ◆ Conclusion

OVERVIEW

- 5.1 This report is an assessment of the retail and leisure impact of the London Resort. The London Resort intends to be a world-class, sustainable, next generation entertainment resort on the banks of the River Thames. On the Kent Project Site, there is a retail and leisure offering both outside and inside the payline. The offer outside the payline consists of London Resort themed F&B and retail, a music venue and, potentially, a secret cinema hosting London Resort themed events. The offer inside the payline includes two theme parks (the first is due to be delivered by 2025 and the second by 2030) and a Water Park which is attached to one of four hotels.
- 5.2 This assessment has considered worst case impacts (as described below) of the London Resort on existing and proposed CSA retail and leisure businesses. These impacts are split by those associated with the retail and leisure floorspace inside and outside the payline given the significance of the ticketed nature. The impacts are assessed at two geographies: Dartford and Gravesham, and the CSA. The impact assessment years are 2025, 2030 and 2038 – the first full years of operation of each theme park and the year at which the London Resort is expected to reach maturity.
- 5.3 This assessment responds to the requirement in paragraph 89 of the NPPF that an impact assessment be undertaken when a development includes retail and leisure development which is not within a defined centre and is above the defined threshold. The NPPF, at paragraph 90, indicates that an application can be refused if a significant adverse impact is identified to arise against existing or planned investment in a centre or town centre vitality and viability. Whilst this assessment considers the impact due to the provision outside and inside the payline, it focuses on the retail and leisure provision outside the payline as it is more relevant to the policy requirement.

Impact on existing and planned investment

- 5.4 The London Resort will be a positive investment for the CSA. The offer will diversify the use mix of both existing and planned investment in the area. Considering the offer outside the payline specifically, the retail, F&B, and secret cinema will be London Resort themed. This means that they will be sufficiently different to the existing and planned investment that they will increase the variety in the area. There is also scope for the proposals to attract new investment which will complement the heightened tourism market in the area, such as restaurants, bars and accommodation providers.
- 5.5 The offer will build on and complement the planned developments in the area, including Bluewater, Ebbsfleet Quarry and Ebbsfleet Central (among others). The retail and leisure will be distinct from these other developments and will be themed around, and complementary to, the London Resort.

- 5.6 Overall, the proposals are likely to have a positive impact on existing and planned investment by further enhancing the attractiveness of the area.

Impact on town centre vitality and viability

- 5.7 Despite the London Resort themed offer outside (and inside) the payline being sufficiently different to the existing and planned businesses in the CSA, this assessment has conservatively assessed the trade diversion impacts as if they were direct competitors. The London Resort will be a global attraction, encouraging a large number of visitors and workers to the area.

Comparison goods retail

- 5.8 The London Resort is expected to have a net positive impact on comparison goods retail, increasing turnover by 0.1% - 0.3% at the Dartford and Gravesham level and up to 0.2% at the CSA level in all assessment years. Whilst the London Resort does provide some comparison retail floorspace in the RDE, the trade diversion as a result of this provision is expected to be negligible. The comparison goods spend by visitors and workers living on-site at the London Resort is expected to more than offset this trade diversion.
- 5.9 Of the existing centres, Bluewater is expected to experience the highest proportion of both trade diversion and offset impacts at the Dartford and Gravesham level (40%) however, given its large turnover, it experiences the lowest overall threat to its viability (0.1% - 0.2%). Crayford (Dartford) and Imperial Retail Park (Gravesham) are expected to experience the largest net increase in comparison spend relative to their turnover (0.2% - 0.5%). Dartford and Gravesend town centres are expected to see net increases of 0.2% - 0.4%. Even based on this worst case assessment, the overall impact of the London Resort upon comparison goods is expected to be positive, both across the wider study area and for all centres. No significant adverse effects therefore arise.

Convenience goods retail

- 5.10 The London Resort is expected to increase spend by 0.4% - 0.8% at the Dartford and Gravesham level and 0.2% - 0.4% across the CSA. The impact at all existing centres will also be positive, with the turnover at the retail centres expected to increase by approximately 0.3% - 0.7%. There is some potential for small convenience provision on-site to be delivered as required in order to mitigate the potential impact of overcrowding. However, given the small size of the on-site provision and the large available spend by the workers, local centres can still expect a net positive impact. The figures reported are therefore best case positive impacts, but no significant adverse effects are expected.

F&B

- 5.11 The provision of F&B floorspace at the London Resort is the most significant. For this reason, in this worst-case assessment, F&B businesses are expected to experience the largest potential negative net impacts. This is particularly true at the Dartford and Gravesham geography (between -4.8% and -4.1%) compared to the CSA geography (between -3.2% and -2.2%).

5.12 In absolute terms, the majority of the trade diversion impacts at the Dartford and Gravesham level are expected to be felt at Bluewater. However, given its large turnover, Bluewater experiences the smallest threat to its vitality at between -2.7% and -2.3%. Dartford and Gravesend town centres are expected to experience similar impacts at between -6.5% and -5.6%. This is a very worst case assessment (as described below) so in reality this level of diversion is unlikely. Significant adverse effects on F&B are not expected.

Other leisure

5.13 Cinemas and theatres in the CSA are expected to enjoy some additional spend as a result of the on-site resident workers, however in the worst-case assessment this will not be enough to offset the trade diversion impact of the secret cinema at the London Resort. The net impact is however expected to be relatively small, between -1.8% and -1.5% at the Dartford and Gravesham level and between -1.3% and -0.9% at the CSA level. Notably, this secret cinema is not yet confirmed, but has been included in the assessment to remain conservative. If it were not provided, the impact across the CSA would be net positive.

5.14 Night clubs/music venues/disco/bingo are also expected to enjoy a small benefit from the on-site resident workers but, as with cinemas and theatres, in the worst-case assessment this is not expected to be enough to offset the trade diversion of the music venue at the London Resort. The net impact is expected to be between -1.8% and -1.3% at the Dartford and Gravesham level and between -1.3% and -0.8% at the CSA level.

5.15 Due to a lack of turnover data, the net impact on leisure turnover at each specific cinema, theatre and music venue cannot be estimated. However, it is true that there are only a few of these venues in the CSA. Therefore, these are the only locations which could feel the impacts. The size and offering at each of the existing offers might give some indication as to the extent of the impacts they might incur. For example, the cinema at Bluewater, being the largest offering at the Dartford and Gravesham level, might expect to experience the largest market share of both trade diversion and offset impacts. As noted, however, none of these existing offerings present direct comparisons and so in reality it is unlikely that any will experience significant adverse impacts.

Additional impacts

5.16 The London Resort will include worker accommodation on-site. These workers will effectively become CSA residents and will spend in the area on a number of household goods and services. Some of these goods have been included above in the offset impacts calculations. However, the rest of their household expenditure has not been estimated. All this spend which takes place in the CSA will be a further net positive benefit to CSA businesses. The largest of these categories for retail and leisure is sports facilities and subscriptions and takeaways.

5.17 The London Resort is also expected to support between £4.9m and £6.8m of additional spend in the CSA by CSA residents inside the payroll. Much of this spend is expected to

be additional as the London Resort is unique to the UK. There may be some diversion from other UK leisure/holiday spend but the majority is expected to be additional.

- 5.18 Furthermore, there is scope for visitors to make linked trips to local attractions and associated spend. This report conservatively assumes that all overnight visitor attraction spend occurred at the London Resort and does not quantify this as an additional benefit. However, some may choose to extend their trip by a day or so, spending more on retail, F&B and leisure in the area in which they are staying.

Discussion

- 5.19 As has been shown, the impact assessment tests a worst case scenario in terms of impact on the turnover at existing centres. The impact is likely to be significantly lower for the following reasons:

- The offer at the London Resort is sufficiently different to the existing and future businesses in the CSA and will not directly compete for trade. In reality, the RDE spend by CSA residents is likely to be displaced from spend which currently leaks outside of the CSA;
- The sales densities used are considered conservative and increase over time to reflect potential increases in efficiency;
- At the CSA level, the impacts presented assume that London Resort spend by visitors from the 0-30 minute catchment (which is far larger than the CSA) would have otherwise all taken place within the CSA; and
- Other net positive impacts on spend (including sports facilities and takeaway spend by the on-site worker residents and visitor spend on local attractions as a result of linked trips) have not been calculated.

- 5.20 This retail and leisure assessment has shown that no significant adverse impact upon retail and leisure subsectors or specific existing or future centres are anticipated as a result of the retail and leisure floorspace proposed at the London Resort. This finding is true at both the Dartford and Gravesham and CSA levels and in all assessment years. Once individual centres are taken into account, some negative net impacts do increase for some centres but none are considered significantly adverse. For the reasons stated above, this is a highly conservative conclusion, and true net impacts are expected to be considerably smaller than this (and most likely in fact positive rather than negative).

- 5.21 Existing and future businesses are not expected to suffer significant adverse impacts upon their viability and vitality as a result of the London Resort.

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Appendices

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Appendix 1.0

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BASELINE AND FUTURE BASELINE**Total available expenditure from CSA residents**

A1.1 The most recent retail and leisure impact assessments for the three CSA local authorities are:

- Bluewater Shopping Centre Proposed Extension (REF: 16/01207/OUT) Retail Planning Impact Appraisal (RPIA), 2017
- North Kent SHENA Retail & Commercial Leisure Assessment, 2016
- South Essex Retail Study, 2017

A1.2 These studies report per capita residential expenditure for various goods and services. The per capita expenditure is provided by the Experian Retail Planner in all three studies. Per capita retail expenditure is forecast forwards allowing for changes in the proportion of expenditure that is special forms of trading and growth in per capita spend. Per capita leisure spending was only available in the North Kent SHENA and the South Essex Retail Study, and future projections do not need to apply a special forms of trading discount.

A1.3 The studies split the per capita expenditure by survey zones. These are shown in the figures below.

Figure A1-1: Survey zones in the Bluewater study

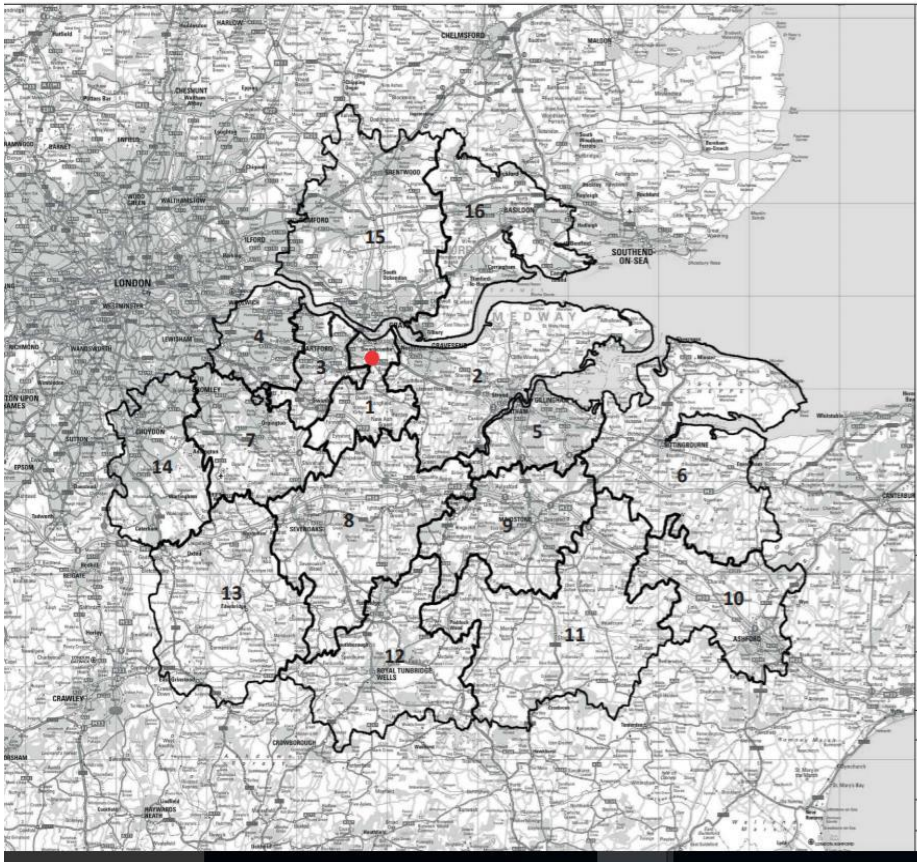


Figure A1-2: Survey zones in the North Kent SHENA study

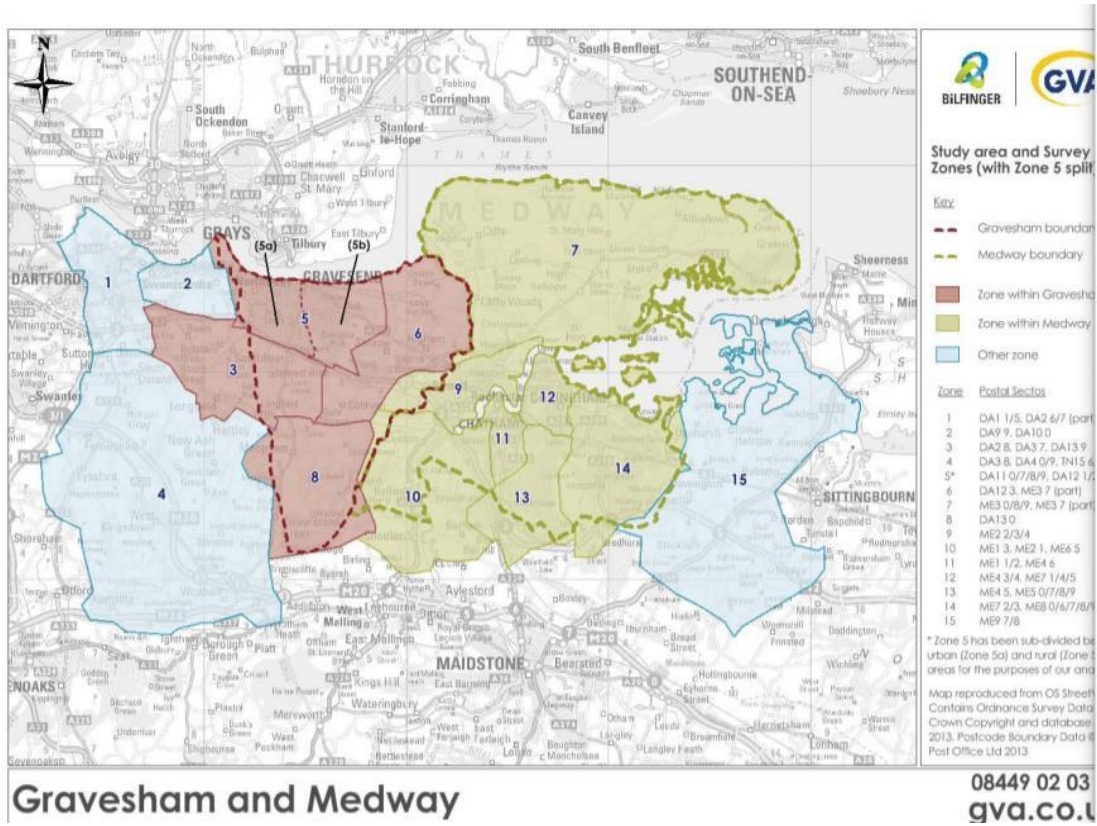
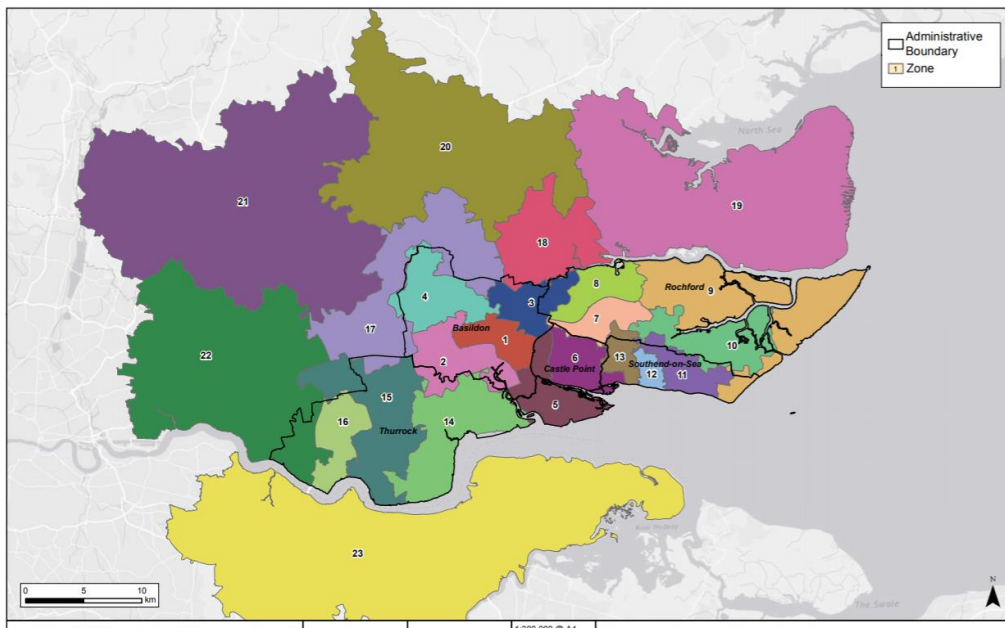


Figure A1-3: Survey zones in the South Essex Retail Study



- A1.4 This report took the per capita spending for the closest fit zones for the CSA local authorities, averaging across zones and studies where relevant. For example, zones 14, 15 and 16 from the South Essex Retail study were averaged to provide an overall per capita spend of Thurrock residents. For the comparison spend group, this was averaged with the per capita estimate from zones 15 and 16 from the Bluewater study. The Bluewater study only provided information on comparison goods. However, both the North Kent SHENA and the South Essex Retail Study provided information for zones which could be seen to proxy Dartford resident spend: zones 1 and 2 from the North Kent SHENA and, to a lesser extent, zone 23 from the South Essex Retail Study.
- A1.5 The North Kent SHENA and the South Essex Retail Study grouped the presentation of their per capita leisure expenditure estimates in different ways. For example, the North Kent SHENA presented spend per capita on restaurants and café meals combined with alcoholic drinks consumed outside the home, whereas the South Essex Retail Study presented per capita spend on restaurant and café meals alone, instead combining spend on alcoholic drinks outside the home with spend on night clubs/music venues/disco/bingo. In order to estimate the spend groups separately, this report assumed that relative spending on each category was the same for residents of both studies. For example, it was calculated that residents in the North Kent SHENA study spent 76% of their total leisure spend³⁸ on restaurants and café meals combined with alcoholic drinks consumed outside the home. In the South Essex Retail Study, restaurants and café meals accounted for 63% of total leisure spend. This 63% was assumed to be true of residents in the North Kent SHENA, meaning that 13% of North Kent SHENA spend must be on alcoholic drinks consumed outside the home.
- A1.6 The studies all provide data in different base year prices. Therefore, all prices were uplifted to 2019 using inflation rates provided by the Bank of England.³⁹
- A1.7 The studies provide data for different years, usually five-year intervals. This report used the compound annual growth rate (CAGR) between two given datapoints to estimate the values in the interval years of those two points. The studies only went as far as 2037, and so the most recent CAGR was assumed to apply forwards to 2038. In this way, this report could produce an estimate for the per capita expenditure by CSA residents in key assessment years.
- A1.8 This per capita expenditure was applied to the future population in each local authority⁴⁰ to estimate total available expenditure in the CSA for each spend group.

Leakage

- A1.9 All three studies provided information on the proportion of spend that took place within the relevant borough and outside of it. This report collected these leakage estimates in order to compare across the studies. For the South Essex Retail Study, zone 23 was used

³⁸ That is, the total leisure spend relevant to the London Resort, which is made up of restaurants and café meals, alcoholic drinks consumed outside the home, night clubs/music venues/disco/bingo, and cinemas and theatres

³⁹ Bank of England, 2020, Inflation calculator

⁴⁰ ONS, 2020, Population projections

to proxy Dartford and Gravesham combined. The studies were found to be consistent. Given that the South Essex Retail Study was the only study to provide leakage estimates for leisure spend, this study was deemed the most appropriate to use to estimate leakage and to ensure consistency. Zone 23 is larger than Dartford and Gravesham combined (as it also includes Sevenoaks and Medway) but there is no evidence to suggest that the offering in Sevenoaks and Medway is sufficiently different to that of Dartford and Gravesham that would warrant adjusting the leakage estimate for this zone when using it for Dartford and Gravesham only.

A1.10 Leakage estimates were assumed to be the same in all future assessment years in the study, and so this was also assumed by this report.

Turnover

A1.11 Resident spend in the borough is combined with inflow (spend from outside the borough) in order to estimate total turnover. Data from the retail studies was uplifted to 2019 and manipulated as follows to provide key estimates.

A1.12 The Bluewater study provided a comparison goods turnover forecast at Bluewater and Dartford town centre in 2016 and 2022. To estimate comparison turnover in Dartford in the key assessment years, the CAGR between 2016 and 2022 reported by the study was applied forwards. For comparison goods turnover in Gravesham, the North Kent SHENA reported total spending in Gravesham by residents in the whole study area and a constant proportion of inflow (5%) from outside the study area. For comparison turnover in Thurrock, the South Essex Retail Study reported total spending in Thurrock by residents in the study area. No inflow from outside the study area was assumed. The CAGR method (explained above) was applied to derive turnover for key assessment years.

A1.13 Regarding convenience goods, the North Kent SHENA and South Essex Retail Studies reported total convenience spending by residents of their respective study areas and no inflow from outside the study areas. The CAGR method was also applied to derive turnover for key assessment years.

A1.14 For leisure turnover, the South Essex Retail Study provided the spend by other study area residents in Thurrock for each of the leisure spend groups in 2016 only. It gave no estimate of inflow from outside the study area. This report assumed that this study area inflow as a proportion of Thurrock resident spend would be constant throughout the assessment years (as was reported to be the case with comparison and convenience goods by the same study).

A1.15 To estimate leisure turnover for Dartford and Gravesham, it was assumed that a borough's comparison goods offer, and the resident and inflow of spend on that offer, was directly correlated to that of leisure offers. Inflow as a proportion of resident spend in the borough was calculated for each spend group in Thurrock. The leisure spend groups of these uplifts were then factored by the uplift in comparison goods spend. This provided a relative increase in comparison goods uplift for each leisure spend group. These were then applied to the comparison goods uplifts for both Dartford and Gravesham.

A1.16 Retail turnover at individual centres was provided by the studies. For F&B turnover at individual centres, F&B floorspace was factored by the estimated turnover share that each centre holds relative to its floorspace. For market share, 2019 floorspace was factored by the market share that each centre holds relative to its floorspace.

IMPACTS

Visitor spend

A1.17 Potential effects of visitors and workers on local accommodation options and the housing market in Chapter 7: *Land use and socio economics* (document reference 6.1.7) provides detail over the modelled distribution of visitor accommodation demand in the CSA.

A1.18 Visit Britain provides data from the Great Britain Tourism Survey (GBTS⁴¹) which shows the typical spend per night of domestic tourists, by trip purpose and region of England visited. The data shows that domestic holiday tourists to the surrounding regions (South East, East of England and London) spend an average of £84 per night, compared with tourists visiting family or relatives (VFR) who spend £37 per night.

A1.19 Visit Britain also provide access to summary data from the International Passenger Survey (IPS⁴²) which records spending per night of international tourists by trip purpose. The data show that international tourists spend on average £57 per night when visiting family or relatives and £128 when on holiday.

A1.20 The average spending for both overnight domestic visitors (domestic tourists and secondary residents) and international tourists is applied to the respective overnight visitor numbers. The model described in Chapter 7: *Land use and socio economics* (document reference 6.1.7) 'Potential effects of visitors and workers on local accommodation options and the housing market' results in estimates of offsite overnight stays generated as a result of the London Resort.

A1.21 The average spending per night figures from the GBTS and IPS are not broken down into separate spending components. A separate survey from Visit Britain (2010⁴³) asked domestic tourists how their holiday spending was split between the broad categories of accommodation, travel, eating and drinking out, retail, entertainment and other spending. The responses are shown in Table A1-1. The original responses are adjusted for the fact that the survey was done on a per trip basis which will include travel costs to and from the destination. Since these transport costs would not be spent on the local travel options, half of the travel cost is removed and the percentages re-weighted (final column of Table A1-1).

⁴¹ Visit Britain (2019). Great Britain Tourism Survey. Great Britain Domestic Overnight Trips Summary - All Trip Purposes.

⁴² Visit Britain (2019). International Passenger Survey. [Available: <https://www.visitbritain.org/latest-quarterly-data-area>]

⁴³ Visit Britain (2010). Domestic Overnight Travel Spending Breakdown [available: https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/spend_breakdown_0.pdf]

Table A1-1: Average spending per trip by category

	Spend, £ (% of total)	Adjusted spend, £ (% of total)
Accommodation	63 (38%)	63 (42%)
Travel costs	33 (20%)	16.50 (11%)
Eating and drinking out	34 (20%)	34 (22%)
Retail	25 (15%)	25 (17%)
Entertainment	10 (6%)	10 (7%)
Other	3 (2%)	3 (2%)

A1.22 The spending breakdown in Table A1-1 is based on trips to England and is not region-specific. To make the accommodation proportion of spend more specific to the location, the accommodation spend is proxied by the difference between VFR spend and holiday spend for both international and domestic tourists. Assuming the main difference in spending habits between VFR and holiday trip purposes is that VFR are likely to be accommodated rent-free, the differential can be thought of as the amount typically spent on accommodation. The implied accommodation expenditure is £47.80 for domestic tourists and £71.00 for international tourists.

A1.23 The spending breakdown is adjusted further based on the implied accommodation spending for domestic and international tourists. The analysis then applies the spend per overnight stay to the total number of off-site overnight stays. It is estimated that this will result in £75m worth of gross visitor expenditure in 2025 and £295m in 2038.

A1.24 Gross visitor expenditure of offsite domestic and international tourists does not account for additionality. The gross expenditure is not all additional and as a result of the London Resort since there will be some level of displacement from other holidays within the UK. Some of the spending would have happened anyway and is displaced from elsewhere in the economy.

A1.25 Using the spending categories set out in Table A1-1 assumptions are made about which elements of spending are likely to be additional. It is assumed that 0% of accommodation and entertainment spend is additional and this is entirely displaced by other holiday spend. The remaining categories are assumed to have a moderate level of displacement, with 50% of spending in retail and eating and assumed to be additional.

A1.26 It is estimated that there will be £17m worth of additional visitor expenditure in 2025 and £70m in 2038. It is estimated that between 16% and 25% of total visitor spending will be spent in the CSA; equivalent to £4.3m in 2025 and £11.2m in 2038. This is based on the model described above which distributes offsite overnight stays generated as a result of the London Resort by geographical area.

SENSITIVITY TESTS

A1.27 As mentioned previously, the main assessment presents the absolute worst case impact based on a number of assumptions. Sensitivity tests were conducted to provide a conservative – and more realistic – outcome.

Sales densities to estimate retail and F&B turnover

A1.28 Sales densities are notoriously varied and depend upon a large number of factors including the specific offering, the size and character of the catchment, transport links, and even marketing by the business. The densities used in the main assessment are considered the most conservative for the purposes of the London Resort. This sensitivity test calculated the net impacts (Table 3-11) based upon sales densities that were 50% lower than those used in the main assessment.

A1.29 At the Dartford and Gravesham level, comparison retail achieved small positive net impacts of between 0.2% (2025) and 0.4% (2038). Convenience retail achieved small positive net impacts of between 0.4% (2025) and 0.8% (2038). F&B achieved the largest (negative) impact at -2.0% in 2025 and -1.2% in 2038. At the CSA level, F&B saw impacts of between -1.4% and -0.5%.

A1.30 Table A1-2 below provides the net impacts at the Dartford and Gravesham level for comparison and F&B goods at these lower densities at key district centres.

Table A1-2: Net impacts at Dartford and Gravesham level for comparison and F&B goods

	Comparison retail			F&B		
	2025	2030	2038	2025	2030	2038
Bluewater	0.1%	0.2%	0.2%	-1.1%	-0.8%	-0.7%
Dartford town centre	0.2%	0.5%	0.5%	-2.7%	-2.0%	-1.7%
Gravesend town centre	0.2%	0.5%	0.5%	-2.7%	-2.0%	-1.7%

Secret cinema and music venue turnover

A1.31 The turnover in the main assessment was estimated against industry benchmarks for factors such as occupancy and ticket price. However, there is uncertainty as to the specific offering at the London Resort. The turnover used in the main assessment is again the most conservative scenario. This sensitivity test calculated the net impacts (Table 3-11) based upon turnover that was 50% lower than those used in the main assessment.

A1.32 At the Dartford and Gravesham level, cinemas and theatres achieved net negative impacts of between -0.8% (2025) and -0.5% (2038). Music venues achieved net negative impacts of between -0.7% (2025) and -0.4% (2038).

Takeaway spend by on-site resident workers

- A1.33 The impact of takeaway spend by on-site workers was discussed qualitatively in the context of F&B impacts, since much of the takeaway spend by these residents will contribute further to the offset impact. The spend is not included in the main assessment.
- A1.34 The calculation discussed in the main assessment used the ONS weekly household expenditure survey to estimate total spend on takeaways by the on-site workers. However, this data is only available at the regional level. Comparing the CSA retail and leisure study spend per capita to the regional data from the ONS, residents of the CSA have a higher spend on retail and leisure than their regional comparators. Therefore, it is feasible that their spend on takeaways will be higher.
- A1.35 This test calculated the uplift of spend by CSA residents on F&B compared to the ONS estimates and found that spend by CSA residents was 41% higher. This was applied to the ONS spend on takeaways discussed in the main chapter. It was found that spend could be as high as £0.19m in 2025, £0.42m in 2030 and £0.49m in 2038.