

HARROW COUNCIL

ENVIRONMENT AND ECONOMY SUB-COMMITTEE

SEPTEMBER 2005

REVIEW OF TOURISM - SCOPE

1	SUBJECT	Tourism
2	COMMITTEE	Environment and Economy Sub-committee
3	REVIEW GROUP	Cllr Alan Blann (Chair) Cllr Jerry Miles Cllr John Nickolay Cllr Clive Harriss Shiraz Jivraj (Crescent Hotel) John Hollingdale (Agenda 21) Martin Verden (Harrow Heritage Trust)
4	AIMS/ OBJECTIVES	<ol style="list-style-type: none">1. To assess Harrow Council's Tourism Strategy, and the partnerships established by the Tourism Forum, to ensure that they are robust and forward-looking2. To progress and build on areas of the strategy with particular reference to the themes of sustainability, infrastructure and community involvement.3. Creating an awareness of Harrow's history, and a sense of civic pride, within the borough, and so bringing communities closer together through shared heritage.
5	MEASURES OF SUCCESS OF REVIEW	<ol style="list-style-type: none">1. Implementation of plans to manage visitors to the borough to maximise long-term benefit and minimise any adverse impact to Harrow's local and community life.2. Developments and enhancements to key areas of tourism infrastructure - eg, environmental enhancements to visitor attractions.3. Implementation of plans to ensure that the economic impact of tourism is spread across the borough.4. Development of the tourist economy, measured through quantitative data such as guest numbers at hotels, riders on public transport and visitors to local sites of interest.
6	SCOPE	To assess methods of enhancing Harrow's potential for attracting tourists, by considering: <ol style="list-style-type: none">1. Sustainability – how tourism can be developed in a way

		<p>that benefits the entirety of Harrow, and has a minimal negative impact upon the environment.</p> <p>2. Infrastructure – particularly in terms of capacity (ie, accommodation and transportation); additionally, development of “tourist trails”, signage and tourist information, and quality enhancement of existing sites.</p> <p>3. Community involvement / celebrating diversity – using tourism as a vehicle, through developing civic pride, to celebrate Harrow’s diverse communities.</p>
7	SERVICE PRIORITIES (Corporate/Dept)	<p>Putting Harrow on the map</p> <p>Valuing Harrow’s customers</p> <p>Impact through Harrow’s partnerships</p> <p>Strengthening Harrow’s communities</p>
8	REVIEW SPONSOR	Lynne McAdam
9	ACCOUNTABLE MANAGER	Peter Brown
10	SUPPORT OFFICER	Ed Hammond
11	ADMINISTRATIVE SUPPORT	Chris Thomas
12	EXTERNAL INPUT	Stakeholders, partners, agencies, experts, advisers
13	METHODOLOGY	<p>Written evidence, oral evidence, research, questionnaires, surveys, focus groups, presentations, questioning senior managers and members, inspections, site visits, expert witnesses, public meetings etc.</p> <p>Desktop Research - August – September 2005</p> <ul style="list-style-type: none"> • Benchmarking through best practice nationally and locally. • Analysis of current strategies and plans (Harrow Tourism Strategy, West London Tourism Strategy, LDA / Visit London). <p>Outreach and Oral Evidence Gathering (September onwards)</p> <ul style="list-style-type: none"> • Tourism Survey • Visits to local tourist sites. • Best practice visits as appropriate. • Public meeting. • Stakeholder meeting / challenge session (to include local businesses). <p>Other Evidence (as appropriate)</p> <ul style="list-style-type: none"> • From Urban Living officers. • Tourism Officer
14	EQUALITY IMPLICATIONS	Celebrating Harrow’s diverse communities as an aspect of a vibrant, modern part of London.
15	ASSUMPTIONS/	Time constraints (final report to Sub-Committee by March 2006)

	CONSTRAINTS	<p>Officer resource constraints (Scrutiny Officer and Tourism Officer)</p> <p>Assumption that examples of best practice nationally and internationally will be generally applicable to Harrow</p> <p>Assumption that local businesses and those involved in the tourist economy will be willing to engage with the review.</p> <p>Assumption that local residents will be willing to engage in a topic which might appear remote or irrelevant.</p>
16	TIMESCALE	<p>Evidence gathering (to December 2005)</p> <p>Report writing (December – January)</p> <p>Report sign-off at sub-committee (March 2006)</p>
17	RESOURCE COMMITMENTS	<p>Scrutiny Officer to undertake desktop research, administer the meetings process, and administer oral evidence gathering.</p> <p>Tourism Officer to provide input into evidence gathering activities, supply evidence and expert opinion when appropriate, and make comments on draft report.</p> <p>Members to lead outreach and oral hearings.</p>
18	REPORT AUTHOR	Scrutiny Officer with Group

OUTLINE PROJECT PLAN

Activity	Member Input <i>Who is involved?</i> <i>Estimated time commitment</i>	Officer Resource <i>Who is involved?</i> <i>Estimated time commitment</i>	When	Lead Person
Pre-scope session	Review Group – 5 hours	Scrutiny Officer – 1 wk	July	AB
Finalise scope & obtain Sub-Committee endorsement	Review Group – 4 hours	Scrutiny Officer – 1 wk	Sep	AB
Research/Preparation Period/Desk top data gathering	Cllr Blann - 2 hours	Scrutiny Officer – 3 wks	Aug & Sep	EH
<p>Meetings/Witnesses/ Visits (specify)</p> <p>Outline work</p> <p>1. Tourism survey (incl hotel capacity)</p> <p>Visits</p> <p>1. Harrow Museum / Headstone Manor</p> <p>2. Harrow School</p> <p>3. West House</p> <p>4. Grim’s Dyke Hotel</p> <p>5. Bentley Priory</p> <p>6. Harrow Town Centre (infrastructure)</p> <p>7. Best practice case study (Birmingham/Hounslow)</p> <p>Meetings</p> <p>1. Stakeholder meeting: LDA, Visit London, neighbouring boroughs, local businesses.</p> <p>2. Residents’ meeting (capacity</p>	<p>Group, 2 hrs</p> <p>Group, 2 hrs</p> <p>Group, 2 hrs</p> <p>Group, 2 hrs</p> <p>Group, 3 hrs</p> <p>Group, 3 hrs</p> <p>Group, 8 hrs</p> <p>Group, 10 hrs</p> <p>Group, 10 hrs</p>	<p>Scrutiny Officer, 1 wk</p> <p>Admin Support, 2 wks</p> <p>Scrutiny Officer, 5 hrs</p> <p>Scrutiny Officer, 3 hrs</p> <p>Scrutiny Officer, 3 hrs</p> <p>Scrutiny Officer, 3 hrs</p> <p>Scrutiny Officer, 5 hrs</p> <p>Scrutiny Officer, 5 hrs</p> <p>Scrutiny Officer, 1 wk</p> <p>Scrutiny Officer, 1 wk</p> <p>Scrutiny Officer, 1 wk</p>	<p>Aug Sep</p> <p>Sep Sep Sep Sep Sep Sep Oct</p> <p>Oct</p> <p>Nov</p>	<p>EH</p> <p>Tbc Tbc Tbc Tbc Tbc Tbc Tbc</p> <p>AB</p> <p>AB</p>

Activity	Member Input <i>Who is involved?</i> <i>Estimated time commitment</i>	Officer Resource <i>Who is involved?</i> <i>Estimated time commitment</i>	When	Lead Person
building and community involvement) 3. Monthly group meetings (x6)	Group, 12 hrs	Scrutiny Officer, 2 wks	Sep - Mar	AB
Collation & evaluation of data/evidence 1. Tourism survey 2. Other evidence	Group, 12 hrs	As above Scrutiny Officer, 3 wks	Nov	EH
Review Group determines thrust of report	Group, 4 hrs	Scrutiny Officer, 10 hrs	Dec	AB
Draft report	Cllr Blann, 4 hrs	Scrutiny Officer, 2 wks	Dec	AB
Review Group agrees early draft of report	Group, 3 hrs	Scrutiny Officer, 3 hrs	Jan	AB
Early draft report to accountable manager for confirmation of factual accuracy		Scrutiny Officer, 1 hr Linzi Clark / Peter Brown, 4 hrs	Jan	EH
Review Group's informal discussions of report with Head of Service	Group, 2 hrs	Scrutiny Officer, 2 hrs	Feb	AB
Review Group sign off report & refer to Sub-Committee for information/approval	Group, 1 hr	Scrutiny Officer, 1 hr	Feb	AB
Review Group's presentation of report to CMT/DMT (if appropriate)	Cllr Blann, 1 hr	Scrutiny Officer, 1 hr	Feb	AB
Final report of Group to Sub-Committee for approval	Cllr Blann / Group, 1 hr	Scrutiny Officer, 2 hrs	Mar	AB
Consider if there is a need to publicise report findings	Cllr Blann, 2 hrs	Scrutiny Officer, 2 hrs Comms, 2 hrs	Mar	AB

Activity	Member Input <i>Who is involved?</i> <i>Estimated time commitment</i>	Officer Resource <i>Who is involved?</i> <i>Estimated time commitment</i>	When	Lead Person
Final report published & referred to Executive for consideration	Cllr Blann, 2 hrs	Scrutiny Officer, 8 hrs	Mar	EH
Evaluation of review process	Cllr Blann & Group, 4 hrs	Scrutiny Officer, 4 hrs	Mar	AB
Follow up/Monitoring of outcomes	Cllr Blann / Sub	Scrutiny Officer	Ongoing	AB
TOTALS excludg scoping	101 hrs	19 weeks 28 hrs		

Contact : Ed Hammond, Scrutiny Unit, 3rd Floor West, Civic 1, Harrow Civic Centre, Station Road, HA1 2XF
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Background Papers

The following available from Scrutiny Officer. Author and publication date in brackets where applicable.

Briefing Note – Methodology (Ed Hammond)

Literature Review (Ed Hammond)

Harrow Tourism Strategy (Linzi Clark, June 2005)

West London Partnership Tourism Strategy (WLP, 2005)

Visit London: The Mayor's Plan for Tourism In London (GLA, 2002)

Tourism Review and Implementation Group Interim Report (DCMS / HMSO, 2005)

The Structure and Strategy for Supporting Tourism (HC CMS Cttee, 2002)