

Objective	Action	Key Strategic Outcomes
Skills and training		
Challenge negative perceptions around tourism careers	Disseminate benefits via new service sector opportunities / careers fairs and other promotional events	Engage more of the local workforce in tourism careers
Provide support and advice to new start-up B&B providers in the run up to 2012.	Promote the business support role of accreditation as a means of ensuring profitability	Increase both the capacity and the quality of accommodation
Ensure that hospitality training is fit for purpose	Use new research to influence training courses – integrate private sector input into training courses / employ selective work experience opportunities	Ensure that local training providers have adapted courses to meet industry needs.
Develop volunteering opportunities in the tourism sector as part of 2012 activities	Co-ordinate programmes in partnership with the London Development Agency, Championing Harrow and Harrow Association of Voluntary Services (HAVS)	Increase civic pride and improve visitor welcome
Integrate tourism within the wider social regeneration context	Work with the Harrow Employability & Skills Forum to integrate tourism within Slivers of Time and other employment initiatives	Increase work opportunities for the local workforce and reduce levels of worklessness
Improve customer welcome	Promote and implement “Gold Standard” customer service training	Ensure high standard of service available across sector
Monitor new town centre tourism resource at the Gayton Library	Provide on-going training and monitoring of library staff performance via annual Visit Britain mystery shopper exercises	Town centre point of contact to provide information and advice to visitors
Empower front-line staff to provide visitor information	Find mechanisms to implement London Ambassadors Scheme	Increased civic pride and information to visitors
Marketing and Promotion		
Improve research	Develop and use economic forecasting and benchmarking	Improved measurement of sector’s contribution to local economy
Adopt market segmentation approach	Implement market segmentation techniques	Improved use of resources to maximise

	using research from the Council's customer insight programme	visitor spend
Develop new markets	Match the product and extend the offer to new audiences – particularly VFR and “emerging markets”	Increase the return on investment
Provide quality information	Communicate best messages accurately around the product	Improved awareness of benefits of destination / resulting in more visits and more repeat visits
Target resources on high-yield markets	Associate Harrow with Wembley as the place to do hold business meetings and events in North-West London	Greater visitor spend generated for the local economy.
Maximise the legacy opportunities presented by 2012	Create West London/ Home Counties itineraries for repeat 2012 visitors	Increased repeat visits to West London post-2012
Promote newly re-developed town centre	Exploit inward investment opportunities	Improved vitality of the town centre and enhance retail and business offer
Integrate pan-London events into marketing strategy	Implement calendar of pan-London events for accommodation providers	Increase frequency of over-night stays in Harrow and contribute greater spend to the local economy
Re-assess current dissemination of marketing material	Review existing uptake and identify new partnerships /sources for possible dissemination	More effective use of resources and better for value for money for businesses
Increase use of modern technology in marketing techniques	Investigate funding sources to expand Harrow podcasts to other attractions/ areas of the borough	Cost effective method of increasing knowledge and awareness of the local audience

Quality Improvement		
Increase number of accredited accommodation – (particularly B&B sector)	Joint-working with LDA to promote and encourage greater participation / promotion in business forums/tourism newsletters etc	Improved quality of accommodation to encourage more repeat visits
Provide business support and advice to new accommodation providers	Publicise tourism advice and accreditation initiatives more widely through business & business support forums as appropriate	Improved quality of accommodation and business advice for suppliers
Implement a co-ordinated system of signage for road users	Identify areas of need in partnership with transport, conservation and attractions	Improve awareness and access to important tourist sites within the borough
Support streetscape and public realm works	Monitor cleanliness and attractiveness of tourism sites and town centre as part of the Council's priority for "better streets."	Upgrade quality of visits and help to instil civic pride
Audit public facilities including public toilets around key tourism sites	Work with ward councillors etc to identify areas of need	Improve quality of visit and facilities for residents and visitors
Monitor town centre crime levels	Work with BID board and town centre police team to monitor crime	Ensure that Harrow retains its position as one of London's safest boroughs
Product Development		
Support hotel development as and where appropriate	Identify appropriate sites for possible hotel development in conjunction with Planning	Increased capacity for overnight stay means higher yield to the local economy
Augment existing product offer to include new attractions – (West House and Bentley Priory)	Work with organisers on new campaigns	Enhanced tourism product to spread the benefits more widely and encourage longer stay in the borough
Develop town centre evening economy	Work with the BID to implement longer trading hours and seasonal café culture	Increased trade from residents and visitors to Harrow town centre
Develop product around other key sites in the borough to include Stanmore and Pinner	Match the product and extend the offer	Better distribution of benefits and greater capacity ensuring sustainability
Improve local public transport facilities to tourism attractions	Audit current transport facilities and map potential opportunities to improve sustainable transport links	Increase accessibility to attractions for both residents and visitors

Increase walking and cycling networks in the borough	Work with transport, culture and Harrow Primary Care Trust on a health and fitness plan	Improve the health, fitness and wellbeing of Harrow's communities
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Resources: One full-time Tourism Officer, external funding and public and private sector support to cover the costs of various activities outlined in the Action Plan. This method of financing has worked successfully in the last three years and has resulted in £8,000.00 from the London Development Agency (LDA) and £30,000 from the private sector over the three years to finance and host marketing activity.