

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD1364

London Tourism Strategy

Executive Summary:

London and Partners would like to develop a London Tourism Strategy. The strategy will seek to develop a long-term vision for London's leisure and business tourism economy, behind which the industry can galvanise. It will seek to define "what good looks like" and what London would need to do to remain the global capital for tourism.

This Decision requests approval of £90,000 of GLA grant funding for project management of the strategy and bespoke research.

Decision:

The Executive Director approves expenditure of up to £90,000 in 2015/16 as grant funding to London & Partners to appoint a project manager and undertake bespoke research for the London tourism strategy.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.
It has my approval.

Name: Fiona Fletcher-Smith

Position: Executive Director-Development,
Enterprise & Environment

Signature:



Date:

26.6.2015

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 Tourism is a particularly important economic opportunity for London because the sector drives strong growth in relatively accessible jobs that can help address employment challenges for Londoners in the context of an economy that is shifting to higher productivity overall.
- 1.2 Despite the importance of tourism to the London economy, the anticipated growth in the global tourism market and the intense global competition to attract tourists, the capital does not currently have a comprehensive tourism strategy.
- 1.3 London & Partners has developed and is implementing a promotional strategy to grow tourism numbers and spend. Separately, the GLA culture team has recently developed a cultural tourism strategy to encourage cultural visitors to explore London's wider cultural offerings. But a clear and wide-ranging strategy, to maintain the competitiveness of and grow London's tourism economy, does not currently exist.
- 1.4 The tourism strategy would be developed by London & Partners. It would be developed in close consultation with the tourism industry and other stakeholders including national and sub-regional constituents.
- 1.5 The tourism strategy would develop a long-term vision for London's leisure and business tourism economy, behind which the industry can galvanise. It would seek to define "what good looks like" and what London would need to do to remain the global capital for tourism.
- 1.6 The GLA grant funding request for the London tourism strategy is £90,000.
- 1.7 London & Partners would contribute its own research, staff and resources to the project. London & Partners would also offer one of its non-executive directors and former Visit Britain CEO, Sandie Dawe, to oversee the work and chair a steering group of key stakeholders. However, additional resource is required in two areas:
 - To fund a dedicated project leader to drive the work and manage the broad range of consultation with public and private stakeholders.
 - To undertake bespoke research (to augment London & Partners' existing plans) notably to inform both a short and longer-term approach to increase tourism from potential growth markets (e.g. China, Gulf States, India). This would cover motivations and perceptions of London in these markets, current and future demographics of potential visitors, competitor analysis and the opportunities and challenges.

2. Objectives and expected outcomes

- 2.1 The objectives and expected outcomes of the tourism strategy are as follows:
 - Develop a comprehensive tourism strategy for London behind which government and industry can galvanise
 - Develop a long-term vision for London's leisure and business tourism economy
 - Identify what London needs to do to remain the global capital for tourism

- 2.2 Tourism today represents over £9 billion in GVA and 200,000 jobs across London. The sector has seen its GVA contribution grow at an annual rate of 11% since 2009, and its total employment grow at 4% annually over the same period.

3. Equality comments

- 3.1 The strategy will explore opportunities for London to ensure tourist destinations, products and services are accessible to all people, regardless of their physical limitations, disabilities or age. It will consider best practice from other cities around the world.
- 3.2 A key component of the strategy will be to identify what skills provision needs to be put in place to secure opportunities for entry level jobs for Londoners from all backgrounds.

4. Other considerations

Links to Mayoral priorities

- 4.1 The proposal for a tourism strategy is fully in line with the first objective of the Mayor's Economic Development Strategy to promote London as the world capital of business, the world's top international visitor destination and the world's leading centre of learning and creativity.

Impact assessment and consultations

- 4.2 The tourism strategy will be developed in close consultation with senior GLA staff to ensure alignment with Mayoral priorities and plans.

Key Risks and Issues

4.3

Risk	Mitigation
That the tourism strategy is weak due to insufficient resource being assigned to it.	London & Partners will manage the development of the tourism strategy and will provide resource from its strategy and insights team. The LEP funding will support a dedicated project manager.
That key stakeholders do not buy into the tourism strategy.	A steering group will oversee the development of the tourism strategy which will include key stakeholders. It will be chaired by L&P's non-executive director, Sandie Dawe, former CEO of Visit Britain. A broad consultation plan will be developed.
That the tourism strategy is not aligned with other plans to respond to future challenges outlined in the LEP's Economic Development Plan (EDP).	London & Partners to be included in the LEP working group focused on implementation of the EDP and the tourism strategy to be considered in this forum.

5. Financial comments

- 5.1 The grant funding of up to £90,000 in 2015/16 to London and Partners to support the development of a London Tourism Strategy will be met from the London Enterprise Panel Strategy Funding Grant, as discussed at the meeting of the 28th April 2015 and approved by the Deputy Chair of the LEP under delegated authority on 19 May 2015.

6. Legal comments

- 6.1 The decision requested of the Executive Director (in accordance with the GLA's Contracts and Funding Code) fall within the statutory powers of the GLA under the Greater London Authority Act 1999 ('Act'). Under section 378 of the Act the GLA has the duty to promote tourism to Greater London and the development of the London Tourism Strategy by L&P can fairly be described as something that will promote tourism in London.
- 6.2 The report above indicates that the contribution of £90,000 to L&P amounts to the provision of grant funding and not payment for services. Officers must ensure that the funding is distributed fairly, transparently, in accordance with the GLA's equalities and in a manner which affords value for money in accordance with the GLA's Contract and Funding Code.
- 6.3 Officers must make sure that an appropriate funding agreement is put in place between L&P and the GLA before any commitment to fund is made.

7. Planned delivery approach and next steps

Activity	Timeline
Confirmation of funding to L&P	End May
Recruitment of Project Manager	End May
First Steering Group Meeting	June
Commencement of Consultation	June
Primary Research Commissioned	June
Initial Scenarios Developed	September
Further Consultation with Key stakeholders	October
Drafting of Strategy and implementation plan	November
Publication	December

Appendices and supporting papers:

None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Note: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? No

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – No

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Katherine Davies has drafted this report in accordance with GLA procedures and confirms that:

✓

Assistant Director/Head of Service:

Fiona Fletcher-Smith has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

M. D. Allen

Date

24.6.15

