The Tourism Management Review Group
Oxford City Council Scoping Document

This scoping template is designed to assist councillors and officers in establishing the focus of a scrutiny review group. Specifically, the scoping template emphasises the need for scrutiny review groups to have a clear purpose, rationale and focus for their work, and to make the best use of the resources available within a given time frame. This document will act as a reference guide throughout the review process to ensure the review does not deviate from its intended purpose.

Chair	Councillor Andrew Gant
Membership	The membership of the Review Group will be cross party in accordance with the Committee Operating Principles, and 4-6 members will be confirmed at the Scrutiny Committee meeting on 3 July
Officer support	The Scrutiny Officer will support the Review Group around existing committee and panel commitments. Approximately 10 hours a week will be dedicated to producing meeting notes, agendas, organising guests, research and drafting reports. Council officers will also provide technical advice, though their capacity to support the review may be limited among other commitments. The Scrutiny Officer will also support the budget review group in January 2019, and this will impact on the resources available at that time.
Background and rational	Oxford is a tourism gateway to the rest of Oxfordshire. The City attracts 7 million annual visitors, and generates over £780 million of income for local businesses, whilst supporting 12% (14,000 jobs) of jobs in the City. In terms of overseas visitors to the UK, Oxford is the seventh most visited city for staying visits. The City is famed for its heritage, and has numerous attractions (many of which are linked to the university), including the Ashmolean Museum, Pitt Rivers Museum, University Museum of Natural History, University Botanic Gardens, Sheldonian Theatre, Christ Church, Radcliffe Camera and Holywell Music Rooms. With predicted visitor numbers set to increase, the growth of tourism in a small medieval city brings with it pressures and challenges. Particular issues have been raised by councillors and local residents relating to: • Overcrowding on central pavements, particularly by large tour groups • Coaches parking over cycle lanes and in inappropriate areas • The condition of the public realm and public facilities in the city centre • The need for pedestrian flows to be managed in an effective way. • Street clutter, narrow footways and limited space for seating However, the significant benefits of tourism in the City should not be lost in this discussion. The resource requirements to address some of these issues are significant, and any solutions will need to involve the views of various stakeholders, with the City Council being only one of the interested organisations. The bus companies, tour operators, County Council and universities have been identified as key stakeholders in this area. The Council currently subsidises the not-for-profit organisation Experience Oxfordshire to promote the region as a place to live, work,

	visit and do business.
Purpose of the Review	The Review Group will carry out a review of Oxford's visitor welcome, and the current partnership approach to destination management. This will involve working with stakeholders to identify opportunities for improving the visitor and resident experience, with a focus on improving the coordination of the tourism offering. The review will not seek to duplicate any work already underway. It is expected that any recommendations from the Review Group will consider the financial implications of such changes, and where funding might be made available. Specific areas to consider are: 1. Is there a clear vision for tourism management in Oxford, and are partners aware of it? 2. How might the Council and its partners support private organisations to innovate? For example, the development of a city card for attractions and transport, or a city app. 3. What destination management model is best suited to Oxford? 4. What are the risks and benefits associated with the current and predicted number of visitors, particularly during peak season? 5. What are partner and stakeholder plans to manage rising numbers of visitors? 6. What are other cities doing to promote and manage tourism, that Oxford is not doing already, and what lessons can be learnt? 7. How are tourism management activities funded and resourced, and what work is planned to improve the public realm?
Indicators of Success	1. The majority of recommendations are agreed and implemented. 2. A strong evidence base is produced to support current or alternative arrangements in relation to the management of tourism and the public realm. 3. That the Council and other stakeholders are clear about their role in managing increasing numbers of visitors to the City. 4. A strengthening of relationships between the Council, local partners and stakeholders in the tourism sector. 5. Stimulating public conversation in relation to the growing numbers of visitors to the City.
Out of scope	The impact of the Westgate Centre is being reviewed by the Scrutiny Committee in November 2018, and therefore should not be considered in detail by this review group at this time. It may be timely to commence this review following consideration of that issue.
Method / Approach	The Review Group will firstly hear from officers about the Council's role in the tourism management function, and what work is underway in this area. The Review Group will then undertake a series of evidence gathering exercises to meet the purpose of the review. This will involve gathering information on the challenges that are presently experienced as a result of high numbers of visitors. It is proposed that the Review Group undertakes a city walk during peak hours to record first had experiences of the issues. This will help inform lines of questioning and areas of investigation going forward.

	The Review Group will then explore how other cities manage tourism, and what lessons can be learnt or transferred to Oxford. This includes reviewing different models of destination management by public and private sector providers. The Review Group will meet with stakeholders, experts and other guests to ask for their views on the challenges and possible solutions for tourism management and improving the visitor welcome. The timeline agreed for the review may need to be revised where additional evidence is required. The Review Group will conclude by meeting to reflect on the evidence gathered, and agree its recommendations. Recommendations will be specific, measurable, achievable, realistic and timely (SMART). The Scrutiny Officer will support the Review Group by producing a detailed report of its work, the evidence gathered, and the recommendations agreed, with an accompanied rationale for the recommendations made.		
Guest speakers	The Review Group will want to hear from: Laurie-Jane Taylor, Oxford City Council City Centre Manager Matt Peachey, Oxford City Council Economic Development Manager Experience Oxfordshire Smart Oxford Programme Manager Oxfordshire County Council Transport and Highways Walking and bus tour operators Disability group representatives Oxford pedestrians association		
Specify evidence required and documents	Experience Oxfordshire: The Economic Impact of Tourism Oxford City Centre Movement and Public Realm Strategy Visit England: Principles for Developing Destination Management Plans Oxford Transport Strategy World Travel Tourism Council: Managing Overcrowding in Tourism Destinations Oxford city guides		
Specify Site Visits	Perform a city walk to establish challenges and issues in relation to: safety, cleanliness, congestion, the condition of public facilities and the prominence of large tour groups, for example.		
Proposed start date	November / December 2018	**Draft Report Deadline**	Report to 2 April 2019 Scrutiny Committee
Meeting Frequency	~ 6 meetings approx	**Projected completion date**	Reports to 10 April 2019 CEB

Draft outline of meetings

Meeting 1 - Understanding the Council's Role
The Review Group will meet with council officers to understand the Councils role in tourism management, and the work that is currently underway to improve the visitor welcome and the public realm.

Meeting 2 – A City Walk to identify the issues
The Review Group will perform a city walk at a busy period and report back to provide an up to date qualitative narrative about the challenges of managing high numbers of visitors. This could be done individually in member's spare time, or as a collective. Specific issues that could be considered include: safety, cleanliness, congestion, the condition of public facilities and the prominence of large tour groups. The Scrutiny Officer will collate feedback into a report, and all council members will be invited to contribute.

Meeting 3 – Destination Management
The Review Group will explore how other cities manage tourism, and what lessons can be learnt or transferred to Oxford. This includes reviewing different models of destination management by the public and private sector.

Meeting 4 – Meeting stakeholder, service providers and experts
The Review Group will meet with from a range of stakeholders to: 1) Understand their plans for managing increasing visitor numbers 2) Discuss ideas for innovation to improve the coordination of the tourism offer 3) Consider where the Council can support stakeholders on matters of mutual interests 4) Discuss possible recommendations that could be made as a result of the review This may require a morning/afternoon, and for attendees to be staggered.

Meeting 5 – Recommendations and Conclusions
The Review Group will review the evidence it has received and form recommendations.

Meeting 6 – Feasibility of recommendations (provisional)
The Review Group will discuss with relevant officers the feasibility of implementing any significant resource/spending intensive recommendations, prior to submission to the City Executive Board.