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# Locum Destination Consulting

## People and Projects at Europe's Leading Destination Consultancy

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### People

Locum is delighted to welcome two new senior members of the team. Sue Warren and Jane Fletcher have strong track records in the sector, and in particular the delivery and tourism and tourism-related services. This initiative demonstrates Locum's further commitment to the sector and its objective to become the authority in tourism and tourism-related consultancy.

#### Sue Warren (Senior Managing Consultant)

Sue is a specialist in communications, marketing and branding and has over 20 years' experience, covering a variety of senior positions within the media, business and consulting. As a consultant, Sue has worked on numerous internationally significant destination projects, developing and implementing award-winning creative strategies for major public and private-sector clients.

Sue is the former chief executive of The New Zealand Way, a groundbreaking joint venture between Trade New Zealand and the New Zealand Tourism Board, tasked with building a powerful national brand for New Zealand in the international marketplace. She holds a Bachelor of Arts (Canterbury, New Zealand), a Postgraduate Diploma of Journalism (Canterbury, New Zealand) and an e-Marketing Certificate from the Direct Marketing Association of New Zealand.

#### Jane Fletcher (Senior Consultant)

Jane is joining the Locum team from the Policy and Strategy Department at the English Tourism Council, where she was responsible for sustainable tourism and resort regeneration. This involved the advocacy of the principles of sustainable tourism and resort regeneration as well as the project management of the development of a National Sustainable Tourism Certification Programme and a Sustainable Tourism Management Handbook.

Prior to working at ETC, Jane spent nearly six years as a consultant in the Travel, Leisure and Tourism department of KPMG. During this time she worked on a wide variety of travel and tourism projects, including a government tourism masterplan, market studies for the cruise industry, operational and distribution reviews for ferry companies and hotels, and feasibility studies for conference and exhibition centres, a museum, function hall and nightclub. Jane has a postgraduate degree in Tourism Management.

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### Assignments

#### Strategic Tourism Advice, England and Wales

The Northwest Development Agency has commissioned Locum to create a new tourism vision for **England's Northwest** region. Locum's final recommendations will identify the areas of strategic importance where intervention is required, what thematic and locational brands have the greatest potential and how can that be fulfilled, and what infrastructure is required.

In Wales, Locum has been appointed by Capital Region Tourism (the regional tourism partnership serving South East Wales), in association with Wales Tourist Board, to undertake a review of the regional tourism strategy for **South East Wales**. The review will take into account the market, organisation and policy environment changes that have occurred since the existing strategy was conceived in 1999. Tasked with examining all aspects of the support and promotion of tourism in the South East Wales region, the review will provide a new, up-to-date strategy that will ensure competitive tourism positioning for the region within the new strategy for Wales Tourism.

And in **Mid Wales**, Locum has been commissioned to deliver an interim review of tourism strategy for the region. The existing strategy, created in 1999, is in need of revision. Locum will analyse the current policy context, assess the progress in implementation, and assess the vision, aims, objectives and priorities in the light of the changed circumstances. On the basis of this work, a new, enhanced strategy will be produced, that reflects the key markets, market segmentation and regional positioning. The new strategy will also include a framework for regional capital investment priorities and put forward a revised action plan.

#### Other assignments

Locum has been appointed as part of an international team by the **National Museum of Science and Industry** to take forward the masterplan thinking for the ground-breaking Creative Planet concept. Founded on the ideals of environmental sustainability and the findings of the Brundtland Report, the plans include a centre for excellence combined with five knowledge farms, research and development facilities and business innovation and incubation centres. The Locum team is being asked to advise on a range of central issues including supply-led market analysis, feasibility and operational parameters. Initial findings are due to be delivered in early 2003.

Locum has been engaged to help deliver a series of regeneration development options for the appraisal of the Royal Naval Armament Depot (RNAD) at **Broughton Moor** in West Cumbria. Locum's work will focus on creating a destination concept for the site and on identifying commercial leisure opportunities that can realistically be achieved through public/private sector partnership.

We have been appointed by **Dublin Docklands Development Agency** to advise on the development and use of public spaces within a historically significant waterfront building. Stack A is an iron and stone warehouse dating from 1810, located at the heart of the Dublin's International Finances Service Centre, and is being converted into a commercial mixed-use development, comprising high quality retail outlets and restaurants. Locum's work will focus on the use of events in driving up the brand profile of this exciting new mixed-use leisure destination.

Locum has been commissioned to provide information to the **Merlin Entertainments Group** about potential sites in Italy, France and Spain for a major new visitor project. Locum's work involves identifying locations in these countries that, at the macro level, possess key demographic criteria and, at the micro level, satisfy key physical and political site requirements.

Locum has been appointed, alongside **Broadway Malyan**, to carry out a major urban regeneration study for Holyhead, Anglesey. The study, commissioned by the County Council and Welsh Development Agency, has been widely welcomed as the first step towards securing funding for regeneration projects in the area and breathing new life into the town. The objectives of the study include identifying ways of encouraging more ferry users to the town centre; creating an attractive and suitable design for the new Inner Harbour Footbridge; making improvements to the station complex and enclosed water area, as well as regeneration proposals for one of the principle trading streets within Holyhead, Victoria Road. Holyhead has a number of important developments under consideration at the moment and this study will provide advice on the best way forward and generate cost proposals which can then be subject to capital funding bids to external agencies.

In Scotland, **Scottish Enterprise Dunbartonshire** has appointed Locum to undertake a management review of its Lomond Shores development. Having opened in July 2002, the development is seeking to maximise its revenue generation potential and Locum, as part of this drive, has been instructed to take an holistic view of the development, the market context and the operational framework.

Elsewhere in Scotland, Locum's tenure as operators of the **Glasgow Science Centre** drew to a close at the end of November, with the appointment of a new full-time CEO. Since April, Locum, as interim manager, is proud to have been instrumental in the wholesale restructuring and consolidation of this landmark Lottery project. Locum's role will continue, however, as retained advisors to the new CEO and the board, until further notice.

## International

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### Spain

Locum has been instructed to help the key stakeholders of Port Vell consider a new, long-term strategic vision. Port Vell in Barcelona is one of Europe's most successful mixed-use retail and leisure destinations. Located on the city waterfront, its collection of museums, attractions, shops, restaurants, bars draw in 18 million visitors annually. After 10 years of achievement, Port Vell is moving into a new phase of its development, operation and sustainability. Locum worked collectively with the key stakeholders to help them gather a thorough understanding of each other's needs and begin to establish a jointly owned strategic vision for the future of Port Vell. The work focused on the market opportunities for Port Vell, the future product mix and the most appropriate communications strategy that would serve to exploit identified market opportunities.

Locum is also advising on a proposed cultural park development in Cordoba, Al-ManSur. We have been appointed to carry out a review of the business viability. The review will examine the key financial drivers of the existing business plan, and offer conclusions as to the market and financial viability of the project.

Locum has also been appointed to facilitate a seminar on best practice in Creative Quarter development for the Bilbao City Council, the local university, regional development agencies and other key stakeholders.

### US

Locum's foray into the North American market, via its San Francisco office, is yielding early success. Anna Brown has been given a warm reception by both the public and private sector, and it is clear that the Locum thinking is as valuable across the Atlantic as it is to closer to home.