

Resort development in Kazakhstan

Locum has been appointed as Lead Consultant to develop a preliminary financial strategy and physical masterplan for a major ski resort development in Kazakhstan. The proposed development at Chimbulak lies just 45 minutes drive away from the former capital city of Almaty, with a population exceeding 1.3 million and worldwide connections through its international airport.

The development is being promoted by Capital Partners, in partnership with the Kazkommertsbank (Central Asia's largest bank) and Meridian Securities (the bank's investment division).

The intention is to develop two complementary resorts. One, close to Chimbulak, will focus on creating a stand-alone resort, building on the existing Medeu speed skating arena and creating a high-density mountain resort development. The other will create a smaller, niche ski resort to replace the existing ski facilities already present. The ski terrain will be expanded to promote the resort as a year-round destination.

The project involves a wide range of elements and expertise. Locum is leading the development appraisal work and detailed market assessment for property markets and resort operation. The project team includes HOK, who have been engaged by Locum to advise on architecture and masterplanning for the new resort and sports facilities upgrade. Arup and Franklin & Andrews are providing engineering and strategic cost planning advice respectively.

Locum working with HEART

Locum is delighted to be working with the Norwich Heritage Economic and Regeneration Trust (HEART) to carry out a detailed Feasibility Study to assess the potential for establishing a 'Centre for the Medieval Church in Norwich'.

HEART acts as the coordinating body for their management, conservation, promotion and regeneration for Norwich's unique set of heritage assets. These include the largest collection of pre-Reformation churches in northern Europe, for which HEART is now seeking to establish a new vision and way forward, in order to achieve recognition of their significant importance as a 'set'.

The current Feasibility Study will identify options for promoting, interpreting and improving access to the medieval churches of Norwich and Norfolk. The aim is to promote the understanding of these assets as widely as possible, and "make them a beacon for regional regeneration, social inclusion and cultural renaissance".

The project represents an exciting opportunity to examine ways in which the role of the churches – both past and present – may be more effectively communicated to a range of audiences, and tie in with Norwich's status as an 'attack brand' in the regional visitor economy. Locum, working with Lathams Architects, will develop a set of proposed options and recommendations to inform HEART's future work.

Launch of TGNK Culture Framework and Toolkit

In the last edition of LDR, Locum was delighted to announce its appointment to prepare a Cultural Framework and Toolkit for the Thames Gateway North Kent (TGNK). The study – an important pilot scheme led by the cultural agencies in the South East – is now approaching completion, with the launch of the Framework and Toolkit scheduled for 20th July 2006.

The Framework will be used by people in local authorities, the regional cultural agencies, SEEDA, the Department for Communities & Local Government and other public sector bodies to facilitate the integration of culture into the regeneration of the TGNK growth area. By showing that cultural facilities are as necessary to a sustainable community as roads and drains, it will help to ensure that the importance of culture is recognised and included at all stages of the regeneration process. The Toolkit contains information and a checklist that can be used to guide and assess cultural projects of all kinds, and will be a valuable resource both for the public sector and for people in the private and voluntary sectors who are involved in cultural projects.

The agencies working together as 'Culture Thames Gateway North Kent' are Arts Council England, South East; Culture South East; English Heritage; South East Museum Library and Archive Council; Sport England South East; and Tourism South East. Throughout the study, Locum worked very closely with the project steering group and with the Cultural Coordinator for TGNK, Alex Homfray. Detailed consultation on a series of working papers and drafts mean that the final Framework and Toolkit is truly a joint effort and has been endorsed by all the stakeholders.



Defining the Durrell Wildlife Experience

Locum is delighted to be working with the Durrell Wildlife Conservation Trust (set up by author and naturalist Gerald Durrell) to develop a strategy and business plan for investment in its Jersey site, which will secure its long-term viability and ensure that the Trust's work to save wild animals from extinction will continue.

The Trust is sure to benefit from ever-increasing public interest in conservation and ecology – but it is constrained by its island location, and the Trust's strategy and investment plans must fit the Jersey tourism market.

Meanwhile, Jersey's tourism strategy is itself evolving and the Trust has the opportunity to position itself as an anchor destination in the island's tourism portfolio. Locum is experienced at providing such strategic and creative input and has begun discussions with representatives of Jersey's tourism and economic development organisations.

As the project develops, Gillespies, White Pine and Davis Langdon will join the Locum team with their design, interpretation and costing expertise.

Ongoing work with World Heritage Sites

Locum has a strong breadth of experience relating to World Heritage Sites, having previously worked on initiatives for the Giant's Causeway, the Dorset and East Devon WHS (the 'Jurassic Coast'), Stonehenge and New Lanark. We are pleased to continue to work with projects at World Heritage Sites across the UK.

Jurassic Coast

Locum is delighted to continue to work on the development of world-class visitor facilities for the Jurassic Coast at Exmouth and Seaton. Following Locum's initial Feasibility Study carried out in 2005, Locum continues to work with the project management group and World Heritage Site project group providing Lead Consultant services, including advising on management issues, refining the concept, and supporting the ongoing Big Lottery application. The projects in Exmouth and Seaton form part of a wider initiative – Evolution – that also incorporates proposals for similar facilities of international status at Portland and Lyme Regis. Evolution aims to develop a set of world-class facilities to interpret the Jurassic Coast in its entirety as well as significant individual locations, and bring important economic benefits to the region.

Hadrian's Wall

In March, Locum was appointed by the NWDA to carry out a strategic study of tourism initiatives linked to the Hadrian's Wall World Heritage Site (WHS). Hadrian's Wall was awarded WHS status in 1987 and is one of the UK's most well known cultural and heritage landmarks, built in AD 122 to mark the northernmost limits of the Roman province of Britannia.

The strategic study focused on the 'Coastal Frontier' at the western end of the Wall, including Maryport, Carlisle and Ravenglass. A number of project initiatives were proposed to enhance interpretation and increase visitation to these areas; Locum carried out a detailed strategic review of each project to examine the 'fit' with the Hadrian's Wall WHS and assess funding opportunities.

Blists Hill

Locum was appointed in April 2006 to carry out research and development work for Blists Hill Victorian Town, situated within the Ironbridge Gorge World Heritage Site (WHS). The Gorge was awarded WHS status in 1986, in recognition of its pivotal role in the English Industrial Revolution. Blists Hill is one of ten museums in Ironbridge Gorge, all of which are managed by the Ironbridge Gorge Museums Trust.

Locum was pleased to work with the Trust to complete a market analysis, concept/product development plan for a WHS orientation centre, with an options appraisal and risk assessment to support a funding application. This work will also form a basis for future strategic investment in the site.

Locum collaboration with Arkenford

Locum has enjoyed a valuable partnership with Arkenford Research, who have developed the ArkLeisure Model on behalf of VisitBritain, the only marketing system that focuses on predicting leisure and holiday behaviour.

In a recent study for Tourism South East, Locum and Arkenford analysed visitor surveys from 15 destinations across the region. Locum deployed the ArkLeisure Model to demonstrate very clearly that certain types of destination experience have particular appeal to certain sections of the market.

Locum is currently working with Arkenford on a major market segmentation study for the North West Regional Development Agency, based on an online survey of over 2,000 respondents, as well as on a research project for Marketing Manchester to determine what type of visitor is attracted to an 'independent' type of offer.

Regeneration in Walsall

Walsall Council has made a dramatic turn-around in recent years from one of the worst performing local authorities in the country to one of the fastest improving. To highlight this improvement, the Council commissioned Locum to create a document that would present the progress that has been made and the regeneration and investment opportunities that are being created.

Entitled Walsall: Delivering Integrated Regeneration, the document provides a 'prospectus style' overview of the achievements so far not just in physical regeneration but – just as important – in education, crime, public order, health and quality of place. It highlights Walsall's positive attitude to enterprise, with case studies of successful businesses that have chosen to locate there, and shows how the district fits in the Black Country sub-region and the emerging Birmingham City Region. Finally it presents the major regeneration opportunities that have been created by the Council and partners such as Walsall Regeneration Company and PoWER, the Partnership for Walsall Enterprise and Regeneration.

Locum welcomes new Consultant Directors

Locum is delighted to welcome John Glester and James Watson to the team, joining Tim Ambrose and David Geddes as Consultant Directors.



John Glester

John will support Locum's business development in the North West and add his extensive experience in urban and rural regeneration, heritage, sport and the development of cultural facilities to the wider team. The former Chief Executive of Central Manchester Development Corporation, Executive Director

of the Manchester 2000 Olympic bid, and currently the Chairman of the Merseyside Housing Market Renewal Partnership, John has gained a tremendous amount of valuable first-hand experience of regeneration and destination making. John has also become much sought after for Directorship positions as a result of his extensive experience and excellent track record.



James Watson

James will bring further property and regeneration expertise to the team, and he is currently supporting Locum on a number of initiatives in the Thames Gateway and throughout the UK.

James has been consulting for the last five years as a financial advisor specialising in public-private partnerships and capital projects in the UK and mainland Europe. This has included much project work on regeneration frameworks, organisational change and financial planning. James has extensive experience in working with Urban Regeneration Corporations, having recently completed a project for English Partnerships developing business-planning guidance for URCs. He also works on an ongoing basis with Derby Cityscape URC and Regenco Sandwell URC to provide business planning and strategic advice and detailed financial forecasts and plans.