
Locum Destination Consulting

People and Projects at Europe's Leading Destination Consultancy

Appointments

Doug Weston (Non-Executive Director)

Locum Destination Consulting is delighted to announce the appointment of Doug Weston to its Board of Directors. He joins Locum as a Non-Executive Director, in a business development role.

Doug brings with him to Locum a wealth of development experience and an intimate knowledge of destination making. He had previously spent seven years as Director of Projects at the Millennium Commission, where he managed a large team and worked extensively with the UK's new wave of destination makers, allocating £1.3 billion of lottery money which funded nearly £3 billion of capital projects including Eden, Glasgow Science Centre, Norfolk and Norwich Millennium Centre and Millennium Point, Birmingham.

Welcoming him to the Locum Board, Chairman Richard Tibbott said: 'Doug is a highly respected figure within the industry. His presence will add authority to Locum's project management, property development and financial strategy skills, and will help Locum cement its position as Europe's leading destination consultancy.'

Managing Director, James Alexander, added: 'With Doug's arrival, Locum underlines its market leadership and looks forward to a new phase of growth, in the UK and beyond. Having advised a host of landmark Millennium Projects on a range of key issues, Locum is no stranger to Doug's expertise. We look forward to an excellent association.'

Jody Tableporter (Director)

Locum also welcomes Jody Tableporter to its Board of Directors. Jody joins Locum bringing experience in the origination and management of proprietary property investments and finance from her years at Cargill Inc., where she was most recently Head of Eastern European operations.

Her finance knowledge and appreciation of public/private partnerships were developed during an MBA course at the Yale School of Management. She has worked with a variety of firms in the US and UK, and earlier in her career, honed her analytic skills at the management consultancy, Bain & Company. At Locum, Jody will specialise in analysing the financial and strategic viability of large-scale destination projects, as well as expand upon Locum's work in the area of regeneration.

Welcoming Jody to the Board, James Alexander said: 'Jody's financial strategy skills and international experience will be a great asset to Locum as the company advises increasing numbers of clients on investment and capital planning for destination developments, in the UK and overseas.'

Jess Harris (Consultant)

Jess recently joined Locum from a consultancy specialising in work for the Heritage Lottery Fund. Much of her work there focused on the assessment of the outputs delivered through HLF capital investment and analysing them in relation to their impact on local communities. Building on her postgraduate degree in Museum Studies from University College London, she brings with her to Locum an extensive understanding of cultural and heritage destinations.

Kirsten Lea (Consultant)

Kirsten recently joined the Locum team from a leading global hotel and leisure chain. With a degree in business and over seven years' experience in the leisure and hospitality industry, Kirsten has a sound understanding of the dynamics of managing, marketing and selling successful destinations, including Sydney's Darling Harbour.

Siminder Khatkar (Research Consultant)

Siminder joins Locum for one year as part of his Bachelor of Science Degree in Management Science. At Locum, Siminder is honing his skills in business modelling and management structure analysis. Siminder's background is not simply in the study of business management: he jointly launched and ran a successful internet company providing event management services whilst still a high school pupil.

Louise Tansley (Research Consultant)

Currently undertaking a Bachelor of Science in Psychology and Management at Aston University Business School, Louise is developing her professional skills during a one-year placement with Locum. Louise specialises in statistical data analysis and interpretation, market research and the study of consumer behaviour. She has a hands-on knowledge of the tourism industry from many years' work in a volunteer-run tourist attraction.

Karen Maybury (Designer/Production Editor)

Karen joins Locum from a background in magazine publishing. At Locum, she will be involved in delivering design and production solutions for *Locum Destination Review*, Locum's website (www.locum-destination.com) and other corporate communications media.

ASSIGNMENTS

The Lowry Centre

The Lowry Centre in Salford (pictured right) is the only tripartite-funded Lottery project in the Country, having received money from the Arts Council, Heritage Lottery Fund and Millennium Commission, and has been a huge success. Not only does it offer a dramatic gallery dedicated to the exhibition of the city's Lowry collection, but it also boasts the second largest auditorium outside London (The Lyric) and a spectacularly flexible smaller theatre (The Quays). It also features an exhibition area (Artworks) and public space within its foyers. Over and above the specific content of the centre is the remarkable contribution it has made to the regeneration of the area as a whole. Alongside the almost complete Imperial War Museum North, the redeveloped Old Trafford Stadium, and a host of commercial and retail developments, it has played a significant part in the changing of the local landscape.

Locum has recently undertaken an operational review of The Lowry Centre on behalf of its Board. Locum's work focused on the search for greater operational returns from the project. Despite over a million visits in its first year, The Lowry is still not performing to its full potential in a commercial sense. The onus is on driving greater return from both business and leisure visitors to The Lowry, through the encouragement of repeat visitation, the extension of dwell time and enhancement of secondary spend levels. The Locum team continues to work with The Lowry on the delivery of action plans for implementation.

Tourism Cluster Mapping

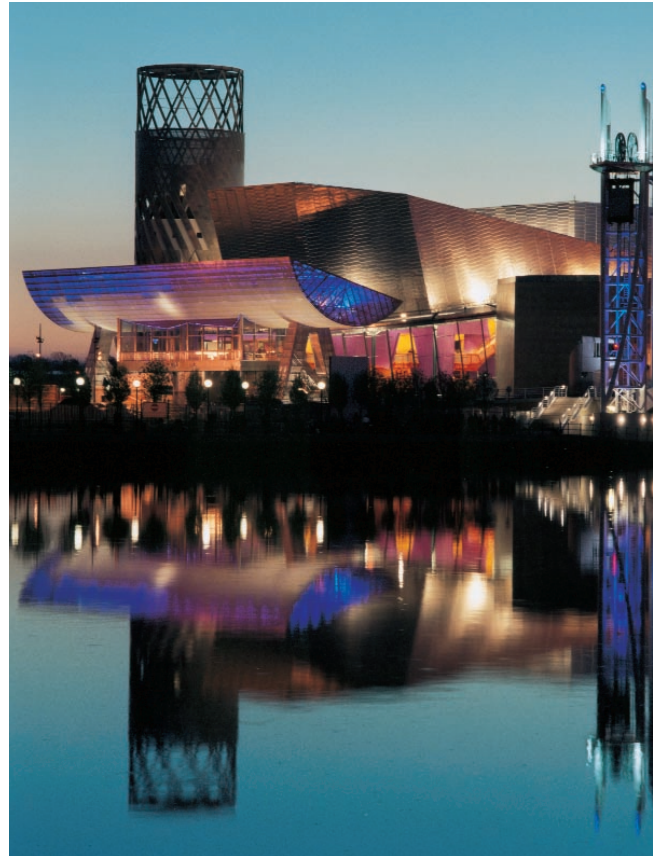
Locum has recently completed a challenging and ground-breaking cluster mapping exercise for ONE North-East Regional Development Agency. Tasked with mapping the tourism sector (alongside mapping exercises for ten other sectors including media, engineering and pharmaceuticals), the Locum team was able to present an output that comprehensively demonstrates the value of the tourism sector to the regional economy.

Historically, this task has proved difficult, given the inability to match traditional tourism businesses to the Standard Industry Classification codes (SICs). Using a combination of techniques, Locum developed a proprietary software approach to the modelling of the tourism cluster map that is able to illustrate, and measure, the unique linkages (and cross-over) within and between tourism and other economic sectors. The input data, compiled through a blend of desk and primary research, and local level consultations, forms the basis of what could, over time, be the basis for an annual approach to 'capturing' the economic impact statistics that are so important a part of policy and funding strategies.

The final output enabled ONE North-East to make, for the first time, a like-for-like comparison of the economic value of the tourism sector against other, more readily measurable, sectors of the regional economy. Not surprisingly, the tourism sector was demonstrably within the top five contributors to the economy.

Household Cavalry Museum

Following a disappointing response from the HLF to its initial Lottery redevelopment submission (also a Locum project), the Household Cavalry Museum Trust has again teamed up with Locum in preparation for the submission of a revised funding bid. The new scheme strengthens some of the perceived weaknesses and responds



directly to the HLF's feedback in a fashion that it is hoped will enable the HLF to sanction Stage One 'sign-off'.

The project seeks to further develop the existing Household Cavalry Museum across twin sites in Horseguards Parade and The Combermere Barracks in Windsor.

Yorkshire Forward

Locum has been appointed to an innovative Renaissance Panel established by Yorkshire Forward, the Regional Development Agency for Yorkshire and Humber. The Panel comprises 13 international practices with world-class reputations in disciplines such as architecture, urban masterplanning and transportation. Its objective is to undertake a two-year programme of Renaissance and Regeneration in mid-sized towns in Yorkshire. Locum has been appointed for its expertise in destination thinking and will be working closely with both Yorkshire Forward and the other members of the Panel to devise creative solutions to regeneration challenges in the region. Locum will be advising on how to make the towns outstanding places to live, work and invest. Locum will cover dimensions such as inward investment, economic development, sense of place, culture and heritage, and sustainability.

Banimmo Real Estate, Belgium

Locum is delighted to be able to report a continuing relationship with Banimmo Real Estate, a Belgian-based property development company. In addition to working with the in-house Banimmo team on a number of small commercial leisure-led schemes, Locum is part of a much larger, multidisciplinary team tasked with the wholesale redevelopment of one of the Belgium's most strategically important brownfield sites.

The team, comprising architects Art and Build, The B Group Ingenierie & Architecture, Land Design Studio Ltd, Deleuze, Metzger & Associes S.A. and Agora, is seeking to deliver an innovative and thought-provoking mixed-use redevelopment of a scale comparable to anything yet achieved in Europe. The solution must deliver a genuinely commercial investment on behalf of Banimm, as well as a unique cultural, retail and catering destination for northern Europe. The benefits that accrue to Belgium and the city of Brussels could be substantial both in terms of profile and economic multiplier effect.

The London Stock Exchange

On behalf of the London Stock Exchange, a Locum team has carried out an initial feasibility study to test the viability of a new Visitor Centre within the Stock Exchange's new home, to be located at the redeveloped Paternoster Square site in the City of London.

Closed following a bomb scare in the early 1990s, the original LSE Visitor Centre told the story of equity trading within the City of London. The new Visitor Centre seeks to do much the same, and more, linking both to the successful LSE Media Centre and bringing the LSE story fully up to date.

The Visitor Centre is earmarked to occupy prime space in the new Paternoster Square development, acting both as a corporate showcase for the LSE and a genuine 'must see' London attraction in its own right. Modelled on the success of similar facilities in New York (where there is both a stock exchange and Nasdaq facility), Tokyo and Toronto, the new Centre will seek to reinforce the pre-eminence of the City Of London as the leading financial centre of the world.

Locum's study incorporated a market analysis, an outline business modelling exercise and an examination of the commercial validity of different catering and retail options. The final proposal for the Centre is being put to the LSE Board in early December 2001.

Silvertown Quays Aquarium

As part of a significant redevelopment initiative for Silvertown Quays in East London, a proposal to build Europe's largest aquarium has found favour as the anchor leisure attraction. As part of a broad-based multidisciplinary team headed by the urban developer, Kajima Urban Developments and London and Southern, Locum has been appointed to advise on the feasibility of a £60 million aquarium development.

Originally mooted as a bond-financed Millennium Lottery Project, the aquarium is to be a key part of an early phase of the wider, mixed-use redevelopment proposals for the area.



Locum is working closely with Kajima (a veteran of many aquarium-led mixed-use schemes in the US), London and Southern, the London Development Agency and its advisors, and the Zoological Society of London.

Strategic Tourism Review for London

Tourism plays a crucial role in the economic well-being of London. In 1999, the capital welcomed 28 million visitors. Of these, 13.2 million came from overseas, and spent £6.7 billion despite averaging only 2 nights in London. With tourism's importance to London come economic and employment opportunities and challenges. Ken Livingstone, the elected Mayor of London, now responsible for the promotion of tourism in London, is committed to ensuring that London's tourism offer continues to improve, and that the economic benefits it brings are distributed more widely among the city's residents.

In the context of the Mayor's statutory responsibilities to develop strategies for culture, for transport and for spatial development (among others), the London Development Agency (LDA) is conducting a strategic review of tourism in London. Locum Destination Consulting has been appointed to carry out the review by the LDA-led steering group, having beaten off competition from other independent consultancies. Locum is delighted to be helping one of the world's top tourist destinations understand how it will compete successfully and sustain the current economic benefits.

As a sector that cuts across the Mayor's statutory strategies and is of tremendous importance to economic development, tourism needs to be considered 'in the round'. The two key questions that Locum's work is seeking to answer are 'What does tourism do for London?' and 'What does London do for tourism?'

Locum's work is looking at:

- How international and UK visitors perceive London as a tourist destination in comparison with other world and European cities.
- How London's tourism service providers see current performance and the issues facing tourism in London.
- The changing political framework of the organisation and funding of tourism in London.
- How London's infrastructure is coping with current tourism and how equipped it is to make the most of future trends.

The LDA is particularly concerned to get the views of both mainstream and small businesses, communities and ethnic minorities on London's tourism performance and potential.

Locum's work also has the following objectives:

- To review the organisational and funding support structures available to London's tourism sector, in order to establish whether the structures are delivering optimal levels of added value.
- To identify new opportunities for the development and enhancement of the quality of London's tourism product and services, in part through case study benchmarking of other European and world cities. Locum is particularly experienced in tourism benchmarking.
- To highlight where London is performing well, and where indifferently, in relation to supporting the growth of 'sustainable' tourism.