

# 'Attractions and events as catalysts for regeneration and social change'

*Malta Tourism Society Participation in EUTO Study Visit 2008*



Background to the Member states attending

Background to Speakers

The Theme

A critical view of the case studies and presentations at the EUTO Conference and Study Visit

A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at the conference and study visit.

The recommendations for adaptation of regeneration and thematic development of attractions for Malta and Gozo.

A proposed plan of action or implementation of these adaptations within the local scenario.

Workshop Structure

Appendix: Programme of Events

### ***Member State Representations:***

Italy; Catalonia (Spain); Belgium; Latvia; Estonia; Malta; England; Scotland and Turkey

### ***List of Speakers***

Liz Buchanan; Philip Long; Pete Matheison; Josann Cutajar; Phil Evans ; Cathie Guthrie; Sandy Dear; Oriol Mirabell; Ruth Hyde; Lord Mayor of Nottingham; Lilian Rathje; Ted Inman and Julian Zarb

## ***The Theme***

What is it that attracts the visitor to any destination? What is an integral and important element of any tourism product? How do marketeers create a brand for any destination? The answer to these three questions must point to the issue of how much these destinations prove to be worthwhile experiences to the visitor, that is, how much the perception of the destination actually matches the experience. Visitors are drawn to any destination through its history, culture, geographical aspects or even its traditional or folkloristic activities – altogether these features form the basis for a varied and interesting list of attractions, a reason why tourists will want to come to a destination, possibly once or more times.

Attractions have always been the principal motivator for inducing travellers to a destination. During the 16th and 17th Centuries the Grand Tourist was drawn by a strong desire to experience the mystic beauty of the orient or the elegant charm of the moorish architecture. By the beginning of the twentieth century, developments in new methods of travel meant that the same attractions could be experienced by a wider, albeit, exclusive visitor. It was not until the post war years of the 1950's and 1960's that travel became a popular and mass activity – but by now the main attraction was the sun, sea and sand of the Mediterranean islands or the Southern European Coastal Towns. Today, with the introduction of cheaper ways of travel, internet bookings and more free time, the visitor can choose from a global list of destinations. This means that the more mature destinations of Europe and the Mediterranean need to regenerate their attractiveness, they need to create new reasons why the visitor should want to return to the traditional “Playground of Europe”. Malta and Gozo have been presenting the same itinerary and product base to visitors for, at least, forty years and by studying the best practices experienced through case studies at this year's EUTO Study Visit in Nottingham and London the Malta Tourism Society hopes to produce an action plan for adapting practical ways of implementing these regeneration policies for attractions and creating a sense of “living history” that should prove more interesting than the rather “flat” static attractions we are more accustomed to on these islands.

In conclusion, therefore I propose that this report looks at the following objectives:

- A critical view of the case studies and presentations at the EUTO Conference and Study Visit
- A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at the conference and study visit.
- The recommendations for adaptation of regeneration and thematic development of attractions for Malta and Gozo.
- A proposed plan of action or implementation of these adaptations within the local scenario.

Following this report, the stakeholders together with the authorities and government representatives should discuss the action plan and the recommendations during an interactive workshop which should decide the practical implementation of the report.

**Julian Zarb**

**President – Malta Tourism Society**

***Executive Summary***

The EUTO visit has been analyzed here by the four participants representing the Malta Tourism Society and the issues which have resulted will be the basis for the forthcoming workshop that is being planned by the Malta Tourism Society to discuss some of the salient points that will enhance the tourism product through attraction regeneration. Some of the questions that will be asked include:

- The uniqueness and distinctiveness of the local Culture as a sustainable product for visitors.
- Maintaining the character of a region while also ensuring adequate and sustainable transport links. Public transport service should complement the landscape.
- Transforming areas of disturbed or arable land into a well planned and unique natural attraction while respecting the environmental and aesthetical ethics.
- Festivals as attractions need to emulate a unique characteristic, a unique activity and above all needs to reflect a cultural experience. Events should be planned so as to reflect a holistic intercultural attractiveness.
- The sense of living history that colours all legends and stories through the people who live within those areas where the attractions are situated. The relational aspects of tourism are important to create a unique and sustainable socio-economic activity.
- Education and Cultural Heritage are seen as the key to increase civic awareness and real hospitality.
- Measuring success of destinations to ensure effectiveness.
- Vocmat as a Pan European example of CPD in tourism.
- Having an effective and efficient management structure that is able to seize opportunities.

This report also recounts five case studies as examples of areas of sustainable tourism development, namely:

1. Perceptions and Experiences
2. History and the Environment
3. Living History
4. Ecological Tourism
5. Urban Development and tourism.

## ***A critical view of the presentations at the EUTO Conference and Study Visit***

### ***Background to Study Area – Nottingham and London.....J. Zarb***

To many of us London has more of a pull factor than Nottingham, which is a city very much linked to the legend of Robin Hood and the Sherriff. The tourism issue for Nottingham has been illustrated by a definite gap between the perception and the experience of the visitor to the area as well as a belief that Nottingham is not a particularly interesting site for international visitors. On the other hand, London is a well established and well known metropolis which has the usual problems of sustainability pertaining to any city of this size and calibre, such as : carrying capacity; product regeneration and development and branding. Since Nottingham provided the basis for some interesting case studies on regeneration and product development which could be easily perceived, it was obvious that the majority of the week's activities were held there (some participants commented that we should have really had more time to explore this region better) with a very brief overview of Bankside in London as the best example in the last thirty years to undergo such rapid and effective regeneration and development as a form of economic and social resurgence.

### ***22nd September 2008***

#### ***Liz Buchanan - Opening Presentation.....E. Falzon***

Opening Presentation by Liz Buchanan

The most important issues referred to and that are applicable to Malta are the following:

#### **Current Economic Climate:**

- Slowdown in many Developed Destinations;
- Emerging Markets contributed over 2/3 of Global Growth in Q1 2008;

*This is can have negative effect on our industry and this is were we need to keep regenerating our product and service. We need to have a new incentives / events to attract new visitors.*

#### **Factors:**

- Credit Crunch;
- Financial Crisis;
- Food Prices;
- Energy Cost
- Declining Consumer Confidence;

*This is already happening consequently we have to change our expenses and innovate to be more competitive in line with our market.*

**IMF Economic Growth Projections:**

	2008	2009
Global	3.7	3.8
Advanced Economies	1.3	1.3
Emerging Markets	6.7	6.6

*The above table is very clear; there will be no global growth therefore we need to maintain our market share with the possibility of even increasing it. This is also subject to competitive forces and restructuring.*

**Tourism Picture:**

*“Consumers entrenching but holidays still seen as an essential spend”*

**Impacts already evident:**

- Self Catering & Caravan holidays increasing;
- Hotel / B & B holidays decreasing;
- Fewer Short Breaks;
- Increase in Long Breaks;
- Increase in Day Visitors;
- Tourism businesses less optimistic about future;

*Some of the above findings will not have the same effect in Malta as other mainland destinations. But we can use the information to change our market strategies and our product. The day visitor’s factor can be augmented for Gozo by attracting more Maltese visitors.*

*In my opinion visitors using low cost travel will be more inclined to have short breaks to different destinations. Although others who can only afford one holiday per year will than prefer to have a longer break. This can be attractive if value for money packages are offered.*

**Projections:**

- Airline industry disruption to continue;
- Short Break / Long Break model to change;
- Stronger motivation towards value for money;
- More all-inclusive breaks with known costs;
- Investment opportunities declining as credit availability reduced;
- Recovery predicted for early 2010;

**Opportunities:**

- Day Visitor promotion & packages for destinations;
- Neighboring destinations creating new products / packages;
- “Bundling” accommodation, attractions, events into all-inclusive packages;

*We can look into the offering of multi destination Mediterranean packages with Sicily, Cyprus and North Africa.*

**Conclusion:**

*When considering the above situation one concludes how important this EUTO Conference and Study Visit “Attractions & Events” has been to all participants.*

### ***Lord Mayor of Nottingham - Opening Ceremony Speech.....E. Falzon***

The most important issues referred to and that are applicable to Malta are the following:

During the speech the Lord Mayor made the following references:

- Involvement in Europe wide networks such as Eurocities has led to closer ties with many European cities and the sharing of ideas and best practice.
- European funds have provided millions to the city of Nottingham in recent years. This supported a number of projects many of which you will be visiting over the next few days. Such projects include the restoration of Wollaton Hall, development of the New Art Exchange, and the redesign of the Old Market Square.

*This confirms how correct the Government strategy was for Malta to join the European Union. Although we have already obtained funding from the EU to upgrade a number of facilities and monuments, we should continue to keep reapplying as there are a number of areas such as Valletta, Floriana, Birgu, Senglea, Bormla, Mdina and Cittadella, besides a number of villages, that are potential areas of great attraction if the funding is forthcoming.*

### ***Philip Long - Festivals, Events and the Creative Destination.....E. Falzon***

The most important issues referred to and that are applicable to Malta are the following:

*As from the start I found the presentation of Philip Long the most interesting and very close to our situation. There are a lot of ideas that we can adopt in Malta and Gozo.*

*These are the details that I have selected for my brief.*

*I am proud that I first proposed a collaborative venture between universities working in the fields of tourism, destination management and festival studies and the European Union of Tourist Officers which culminated in a well attended conference held with the University of Latvia in Riga last year.*

- This was based on a very successful model that the Centre for Tourism and Cultural Change has developed with the International Festivals and Events Association and that is now in its ninth year.
- My presentation today will address a wide range of issues concerning the relationships between festivals, cultural events and tourism in the context of destination development and management. This is a timely topic as we look back over the experience of the Beijing Olympics and forward to the London Games in 2012.

*We need to investigate the possibility of joining such a set up through the Parliamentary Secretariat for Tourism & the Ministry of Education and Culture / Sport to obtain some benefits towards our tourist product.*

- First, we can identify various *celebrations of particular cultural identities* including so called 'ethnic' community festivals including carnivals, melas, Chinese New Year celebrations etc. These may be of local, regional, national and international significance. Religious events, parades and ceremonial occasions may also be included in this category along with commemorations and anniversaries to mark, celebrate or mourn historical events (it is of course important to note that not all festivals are celebratory occasions).

*I have underlined some important issues that can be developed through the local councils. In some cases this is already happening but through the Permanent Secretariat for Tourism we need to have a list of such events on a yearly basis. Such festivals / events will be offered to the locals and visitors through out each year.*

- Fourth and finally, we may consider the cultural aspects of business conferences and events, sport (e.g. Cultural Olympiad), educational and scientific events for their tourism dimensions.

*I have underlined some important issues that can be developed through the local councils / sports organizations / commercial sectors. In some cases this is already happening but through the Permanent Secretariat for Tourism & the Ministry of Education and Culture / Sport to obtain some benefits towards our tourist product.*

*We can combine for example international conferences to coincide with a cultural festival or sportive event. That is why it is important to have such events on a yearly basis.*

- So how can destinations develop a reputation for their festival and event programmes?

*We have already had an international event that is the Music Festival held in Malta, it would be positive to have other such events.*

- I identify here three broad approaches that may be observed at different levels. The first may be termed a *mega-event approach* where nations, regions and cities set out to attract and host events with global media reach and mass audience appeal. There are very few of these, with the Olympics and football World Cup being the most prominent. Observations on this approach are that such events are typically infrequent and that bidding for them is extremely competitive and expensive. There are huge associated costs and dependence on commercial sponsorship.

*In the area of a sporting international event we have the Formula 1 Power Boat Race, but we need more.*

- Finally, we can identify a festival led approach based on local cultural distinctiveness and indigenous festivals that may have been established over many years. Here the process is likely to be less competitive between destinations as they are based on unique, distinctive festival programmes with a lower cost base. The timing of festivals is more usually imposed by the organisers. Importantly, there are likely to be greater opportunities for more local community participation and creativity with benefits spread around the destination better. Also importantly, a festival-led approach will be established in the destination and its culture.

*The above can be reflected in a number of examples such as the Mgarr Strawberry Festival; Qormi Bread Festival and the St. Venera Honey Festival. But as stated above the timing and the consistency is very important.*

- So what questions should be asked in developing the festival destination? First it is necessary to be clear about why festivals should be developed at all, what is their purpose and why should they potentially receive funding support? It is also important to understand the audience that is likely to be attracted to an event. This may of course not include tourists at all, or perhaps local people may be encouraged to become 'tourists' in parts of their city that they would otherwise be unlikely to visit (e.g. Chapeltown for the Leeds Carnival). Perhaps festivals may connect to physical regeneration projects and with social inclusion and cultural diversity agenda. Ask yourselves who is driving the festivals agenda in your destination.

*In our case the participation / involvement of the local councils/ commercial sectors / authorities should be involved to identify and organise such events.*

- In relation to *festival planning* it is necessary to address organisational, communication and structural concerns. Is there, for example a coordinating body for festivals? Does this connect to the tourism sector effectively and how can festival organisers develop their professionalism and creativity?
- Other key points and questions include whether your destination sets out to develop an all year calendar of festivals or a concentrated season, how to improve relationships with the tourism sector and whether the quality and market reach of existing festivals can be raised before new festivals are developed.
- Further principles are to ensure that festivals relate to local distinctiveness and that links are developed between festivals and other destination attractions. There may also be opportunities to develop niche markets around festivals which can attract special interest tourists that are not so place dependent (e.g. punk rock festivals).

*Do we have a coordinating body that can ensure that these festivals / events are well organized; not overlapping and of a permanent nature?*

*Can we organize festivals / events with neighboring countries or to attract certain markets?*

So, some critical questions in the management of festivals and cultural events are suggested here.

- How can the spending of public money on events be justified?
- What are the implications of strategies that emphasis major cultural and sporting events for existing, smaller scale festivals?
- Are quantitative assessments of a festival's 'value' reliable and sufficient?
- Is an emphasis on connecting with tourism strategies under-valuing potential links with other policies and strategies?
- Do festivals and cultural events already contribute to the achievement of policy objectives but lack recognition in doing so?
- How is the power in stakeholder networks allocated ? Do they all have an equal say?

How may destination agencies contribute to festival development? My suggestions are to:

- Commission research to increase knowledge about the sector, including commitment to longitudinal studies
- Support professional development education for festival and tourism professionals
- Provide continuity of government investment and support
- Invest in programme development, innovation and community engagement
- Encourage collaboration through local, regional, national and international networks
- Benchmark against international practice

So finally, the **ideal** festival destination is:

- Organically grown - harness its own talents first and rely on strong local support
- A showcase - for national, regional and local cultures
- Distinct - presents the tourist market with distinctive experiences
- Professional – seeking to develop its professionalism on an on-going basis by learning from the rest of the world and first class research

*Perhaps these four concluding factors could be discussed in greater depth during the workshop when we can go into each of the above questions / suggestions.*

**Julian Zarb - Malta Meditteranea Festival.....A. Ellul**

Julian Zarb as President of the Malta Tourism Society was invited to share with other delegates his synopsis concerning a Gozitan Mediterranean festival organised in a small village projecting a new style of creating attractions.

As a matter of fact, the Meditteranea Festival was developed in the quaint old village of Santa Lucia, a suburb to the main city of the Gozitan island, Victoria(Rabat) as an annual celebration.

In essence it is an autumnal event based on culture, including :

- Folklore
- Cuisine
- History
- Archeology
- Mythology – The Legend of Calypso and Ulysses

It strives to blend diverse events as well as exploiting emotional influences such as the thrills of exploration and discovery, depicting a showpiece and displays the Mediterranean's 7000 years of history.

Ancillary Events and Attractions of the festival included:

- Visit to Church of St. George, Rabat
- Visit to Salt Pans and Organic Farm
- Opera
- Feast of Gozitan Wine and Food (After Theatre)
- Art Exhibition
- Key Lecture and Site Visit concerning archeology
- Dance, Ballet and Concerts

Emphasis was also made concerning the blending of innovative farming techniques to traditional techniques and problems being resolved thereto, leading to the concept of Eco-Gozo. That is, the objective of transforming Gozo and Gozitan society into a sustainable reality in its wider sense, not only environmentally, but also socially and economically.

This emphasized Mr. Zarb, is a new way of looking at Gozo and its future, banking on the island's strengths and tapping its attractive potential for the benefit of the island's inhabitants, its visitors and investors, so that all benefit from:

- A better quality of life
- A society exerting less pressure on the environment
- A wholesome natural and cultural environment

- More sustainable jobs
- A caring society for all
- More quality investment
- An enhancement of the island's identity

Eco-Gozo provides an assurance, concluded Mr. Zarb, for sustainable development in Gozo, and a continued success for the island's future.

Mr. Zarb presented some statistics in his introduction of Gozo and the impact of tourism on the socio-economic fabric mentioning the population size of 28,000, the fact that air transport is minimal – (No airport (Heliport not functioning); Seaplane Service (Weather Permitting)), the geographical size - 14.5 km in length and breadth, and touching upon the Ferry Service's Operations

- Jan. To August 2008: No. Of Trips – 13469
- Jan to August 2008 : No. Of Passengers – 2,739,151
- Jan. To August 2008: Cars/Cargo- 726,151

The economic improvements mentioned included

- An additional 6,634 Visitors (+19% on 2006)
- 24,653 bednights (average 5.24 nights)
- An additional 3,273 Maltese residents (+10.8% on 2006)
- An average 1.98 nights for Maltese in Gozo
- Overall Increase of 9,907 arrivals to Gozo (+15.5%)
- Increase of 31,901 bednights (+13%)

His presentation also concerned developing a destination, mentioning the Regional Delivery of a balanced mix of quality attractions permitting the development of Accommodation, Food & Beverage and retail & spending opportunities. The presentation also transgressed in the delivery of tourism opportunities that must be seamless with a genuine focus on creating desirable and authentic visitor experiences and the benefits of the enthusiastic promotion of a region or single community.

Citations made were extracted from :

[www.mediterranea.com.mt](http://www.mediterranea.com.mt)

<http://www.eco-gozo.gov.mt/>

***“We will render Gozo an ecological island – a model of sustainable development”***

***Lawrence Gonzi, Prime Minister***

## Critical Analysis

When compared to other presentations, Mr. Zarb was quite concise and precise towards the objectives of regeneration and sustainability, whilst other presentations were more elaborate in marketing festivals in other European regions to other officers.

Needless to say, sublimely Mr. Zarb touched upon all the factors that do make a destination development, as academically and politically is considered correct.

Although in comparison, quite theoretical and effective in his presentation, Mr. Zarb did not highlight much of the limitations that the Gozo Festival might be subject to due to size and logistics or at least one may opinion that the Gozitans really managed to maximise their resources in developing their destination.

Nonetheless in comparison, from an analytical point of view, Gozo has yet much to develop in marketing and furthering its resources in being an Eco Tourism destination in its own right, bearing in mind :

- its transportation links,
- being situated at the southern tip of Europe,
- in collectively integrating the island to such concept and
- in building up ancillary economic services in such manner,

Most important Gozo needs to further its education to locals to integrate their island whilst maintaining its character but needfully developing transport and communication towards target markets.

Such is the case that an incumbent prime minister felt it appropriate to include such objective in a recent political manifesto during a recent electoral poll; such mandate was accepted .

### ***Ruth Hyde - Tourism and Regeneration.....A. Ellul***

Ms. Hyde presented an informative presentation concerning what is being done by East Midlands Tourism in tourism development and regeneration including a case study for forestry regeneration and amenities thereto. It was concluded by the author that no dire need for analysis is required and therefore a report of highlights is thus considered as an effective resource for the reader.

#### REGIONAL DEVELOPMENT

Mr. Hyde started her presentation by introducing East Midlands Development Agency (*emda*) as one of 9 regional development agencies that launched East Midlands Tourism (EMT) in 2004. She highlighted that the region is the 4th largest region in England, that tourism is worth £5.9 billion, supports 100,000 jobs and attracts 144 million visitors (2007)

EMT works with 5 county based destination management partners (DMPs) and its' Strategic Objectives for 2008-2011 aim to

1. Increase the number of visitors to the region and their expenditure
2. Improve the competitiveness, productivity and quality of the region's offer
3. Plan and facilitate investment to reinvigorate the region's tourism offer

Ms. Hyde also informed the EUTO's Study Visit delegates of the Roles & Responsibilities of both EMT and the DMP :

*EMT responsible for managing:*

- Inbound marketing activity
- Skills agenda
- Quality programme
- Investment activity

*Whilst 5 Destination Management Partners are responsible for delivering:*

- Domestic marketing
- Business support
- Delivering quality programme

In depicting Tourism as a regeneration and support catalyst, Ms. Hyde stated that tourism in the region supports :

- Job creation
- Development of new attractions / accommodation
- Transport infrastructure
- Public realm & place making
- Supporting existing business
- Development of wider tourism offer
- Skills development

All in all she embraced the VICE model:

V – Visitor, I – Industry, C – Community, E – Environment

Ms. Hyde also described Regeneration based tourism projects in the East Midlands to include:

- Attenborough nature reserve – former quarry
- Conkers & YHA – former coalfield sites
- Ashby Canal – former waterway for coal industry
- National Forest – former coalfield area

- Derwent Valley Mills World Heritage Site – former silk and cotton mills

She also presented a Case Study for the National Forest describing it as

- One of the boldest environmental projects in the UK
- As a means to develop large scale multi-purpose forest blending commercial forestry with environmental and public benefit
- Transforming former derelict Midlands Coalfield site
- A Development involving landowners, businesses, public, private and voluntary organisations
- To Address social, economic, educational & environmental objectives
- One of the few newly developing visitor destinations in the UK
- And to hold as target - 5.8m visitors by 2014 with 10% overnight stays

In this case study, *Emda's* investment includes,

- a) Youth Hostel,
- b) Conkers Visitor Centre,**
- c) developing visitor facilities,
- d) skills/ training,
- e) interpretation,
- f) various projects to enhance the green infrastructure, marketing

Conkers Visitor Centre, in the heart of the Forest was described with the following points :

- A recreation and education resource dressed up as a visitor attraction
- Vision – to create an iconic attraction on the site of an old colliery in an area of significant dereliction
- A hands on experience offering a unique mix of indoor & outdoor activities
- Pioneered by a partnership of businesses, the public sector and the community
- £16 million investment funded by various partners
- Aims to raise public awareness about climate change and environmental issues
- Developing an 120 acre site with 4 indoor discover zones & 23 different outdoor activities
- Ensuring Disability access
- Organising on-going programmes of events & activities supported by local businesses
- Integrating an educational programme with the national curriculum
- Creating Corporate / event facilities.

In conclusion, therefore. This idea may be enhanced by developing the concept of parks and top notch accommodation.

**EUTO Study Visit, 2008**

This presentation included a variety of information concerning Catalonia as a community with a large and singular cultural tradition and a first class tourist region in Europe (14.5 M visitors in 2007)

Data presented stated as follows :

**International Tourists to Catalonia and Spain in 2007**

<i>Country #</i>	<i>Catalonia<sup>1</sup></i>		<i>Spain<sup>2</sup></i>	
	<i>(thousands)</i>	<i>Rank #</i>	<i>(thousands)</i>	<i>Rank</i>
France	4.275	1	9.319	3
Germany	1.443	4	10.046	2
Belgium and Netherlands	1.455	3	4.127	4
Switzerland	350	8	1.388	8
Italy	1.304	5	3.634	5
<b>UK</b>	<b>2.161</b>	<b>2</b>	<b>16.271</b>	<b>1</b>
Scandinavia	585	7	3.450	6
Russia	255	9	445	9
US and Japan	706	6	1.490	7

Source: <sup>1</sup> - Turisme de Catalunya i Institut d'Estadística de Catalunya, a partir de les dades de

Frontur de l'IET. <sup>2</sup> - Frontur de l'IET

### British tourists coming to Catalonia (2006/2007)

	2006		2007	
	% Catalonia / Spain		% Catalonia / Spain	
Visitors	2,389,000		2,510,000	
Tourists	2,227,000	13,8%	2,161,000	13,3%
Overnights	15.640.000	10,0%	12,932,000	8,6%
Average	7,0		6,0	

Source: - *Turisme de Catalunya i Institut d'Estadística de Catalunya, a partir de les dades de Frontur de l'IET.*

The combination of having a large and singular cultural tradition and in being a first class tourist region in Europe allows one to design differentiation and complementary strategies based on the use of cultural heritage in tourism.

In the last decades, cultural tourism events are amongst the preferred strong elements to be integrated in the tourism offer of the Catalan region.

In defining events, the Catalan authorities referred to such as :

A transient and one-time or infrequently occurring event outside the normal programme or activities of the sponsoring or organizational body and, for the guest, an opportunity for a leisure, social or cultural experience outside the normal range of choices or beyond everyday experience”

(Getz, 1994)

The Catalonia Region is described as Beautiful, Cultural and Sunny, the events combine two approaches

- 1) Socializing approach (oriented towards the local community)
- 2) Festival approach (oriented towards the visitors and marketing)

One notes that the different arguments that fostered the creation of events:

- Socializing approach
- Festival approach
- Strategic re-positioning of destinations based on the exhibition of heritage and traditions
- Dissolution of the shift between exclusive culture and popular culture for consumption
- Festivals and heritage used as social identity vs. globalization
- Reduced organizational costs (grant, support of voluntaries, temporary...)
- Appropriate for present consumption dynamics (short breaks)
- Previous research on the touristic correspondence of events (González, 2006):
- Fast growth
- Presence on the whole territory
- But mainly concentrated in tourist areas and in Barcelona
- Demand from urban areas and proximity
- Catalonia as a functional area for leisure
- Remarkable position of popular culture as a theme (with differences depending on urban or rural area)
- Seasonal distribution during the year
- Important role of local government in promotion
- Low use of ITC in distribution and marketing

**Source: González, 2006**

The authorities studied the Catalan events as a touristic phenomenon and to fill any gaps of missing data. They analyzed the importance of the events as an instrument to design strategies for local development focusing on tourism.

The study included:

- a) **Telephone Survey** to institutions in charge of organizing the events (December 2007- January 2008)
- b) Building a **unique database** in Catalonia with information of the events
- c) **Factorial analysis:** Identifying the factors of local development tied to the events and differentiating the models
- d) **Territorial differentiation:** Differentiation of the events based on the geographic area where they belong to.

Issues that have been analyzed to study the events were :

- Topic
- Duration (seasonality)
- Management
- Marketing
- Economic impact
- Agents

### 1. Topic

The Main topics were Festivals, traditional popular events, and musical events.

High diversification was noted and the diversification strategies of destinations included creation of additional supply and new products for active demand. The old tradition in celebrating such festivals was recovered after the 1980s

The Main topic event's distribution for 2007 was as follows :

4.02 %	Sport events
12.75 %	Gastronomy
7.04%	Specialized exhibitions
11.74%	Market or artisans fair
21.14%	Popular festival
13.08%	Entertainment
5.36 %	Theatre festival
24.83%	Concert or music festival

Source: González, 2006/7

## **2) Duration**

### **a) Seasonality**

There's a trend to organize events according to the patterns of frequency of visitors.

### **b) Duration and dimension (visitors)**

Small events with short duration, taking place every year since the 1980-1990s tending to augment in the last years. Some important data extracted include that :

- 76.4 % of the events were held continuously every year.
- 28.1 % of the events started after 1997,
- 67.1 % of the events were of a duration of more than 2 days and
- 13.6% had more than 50 thousand visitors

## **3) Management**

The events had relatively small budgets (42% <15.000€), expenses were mostly used for operational purposes rather than promotion and HR.

They involved a low professional profile of management structure, as a matter of fact had strong amateur profile and low capacity to generate benefits (> 50% do not have benefits or have very little). The main objectives were socializing (66%) rather than touristic (34%). This created lack of coordination and networking. During the period the following trend was noted : that organizations acted independently and isolated whilst competing directly with other events.

#### **4) Marketing**

There was low use of distribution channels and a more extended use of promotional channels. Low use of the traditional means of tourism in both cases.

#### **5) Economical impact (qualitative results based on perceptions of interviewed)**

Seems evident the beneficial effect (68% of events have a great impact on hospitality and 78% on restaurants).

Direct link between the capacity to generate economic impact and getting profit, and the presence of tourism.

The events with a structured and professional management and a solid promotion and professional organization attract more tourists and generate a greater local impact.

#### **6) Agents**

Strong dependence on local governments' involvement to maintain and organize the events (82% become grants and financial support from local government)

Patronage is rare (11%), private financial support is more frequent (55%)

The factorial analysis made confirms the idea that the events are an excellent resource to design strategies for local development with tourism business. It also shows that there exists (socializing) models that hardly may be assumed by tourism without suffering a negative impact.

The most important factors to generate local development with tourism business are those related to attractiveness or market proximity and regional concentration.

Key issue is the participation of local government to reach positive social impacts at a local scale.

### **Recommendations for a future tourism strategy based on events in Catalonia:**

Events show great capacity to become an attraction focus for visitors and to generate social and economic local impacts. Though many events should not be targeted for tourism consumption, and those which can be targeted to tourists should have a professional management team.

Because of the probable increase of events in the future ways and means were suggested to act properly :

1. Select event models that allow a correct repositioning supply strategy and attract visitors
2. Minimize the negative effects before launching a tourism event strategy like:
  - concentrated, small and fragmented supply,
  - lack of cooperation and association of stakeholders,
  - excessive role of local administration,
  - different goals and interests between promoters, etc.
3. Change structural weaknesses like:
  - excessive concentration of demand,
  - low percentage of tourists,
  - seasonality,
  - lack of professional management skills,
  - lack of economical sustainability,
  - insufficient creativity skills, and serial repetition of existing events.

### **Conclusion By MTS**

*In Malta, festivals in various towns and villages have been to the increase recently. Empirically this has created repetition, confusion, poor management of the available resources and lack of focus towards the tourism market.*

*It is clear that as yet no special study has been made on the Maltese market/society in this respect and therefore Catalonia's intensive study is an approach that we should emulate.*

*The points and recommendations made in Catalonia should of general and indeed special interest to take note in comparing the local scene.*

*Definitely, discussions to start a way forward to ensue festivals as a major tourism attraction are needed.*

**Lord Mayor of Nottingham - Civic Reception Speech.....J. Vella**

The EUTO delegates were welcomed at the Ballroom of the Council's building, previously the Ducal residence and the legendary spot of the Castle of Nottingham. It was noted that the Lord Mayor had given priority not to himself and his Council achievements but to the contributors of the event that the Council was hosting. The Lord Mayor's emphasis was on the significant participation of groups like the Experience Nottinghamshire, the New College Nottingham students and staff, Aviation Travel and Tourism students, youths, and the Hospitality and Catering students among others. The New College Nottingham is an institution working with the local community and employers.

*A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at this particular event of the conference and study visit.*

The strength of such behaviour and praise help to involve more effectively the local people and the business community to promote Nottinghamshire as a tourist destination that sticks to its historic and legendary characteristics. The originality of the tourism product is helped by the fact that legends are unique to Nottingham and its sites and therefore not repeatable at any other place in the UK.

The weaknesses of such a product is the lack of tangible sites that support the historic legend. The product is supported by other products as cuisine, outdoor and indoor mediaeval re-enactment, mediaeval banquets and sporting events like archery, music with instruments from the Robin Hood era, and other. Since these all rely on legend rather than documented facts the product can be thought of with reservations. Yet there are various opportunities of placing and timing the Robon Hood-linked tourist product and events on a variety of characteristics from different centuries of the mediaeval era. No event in Robin Hood's history is bound by time or site, which make most tourism products inflexible. The threat to the Robin Hood legend is documented history itself. If any 'Other'gham in the UK discovers the documented Robin Hood it might impact negatively, since Nottingham is building most of its image on the legendary Robin Hood.

24th September 2008

**Pete Mathieson - Green Transport in Nottingham.....J. Vella**

With transport becoming a major problem to manage in large towns and city centres, action is imminent to reduce the volume of vehicles circulating and consequently reducing carbon emission problems. Nottingham is an example where the local authorities acted positively to provide an environmentally friendly transport service starting with the eco-buses.

*A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at the conference and study visit.*

In the EU states there is a continuing trend to apply more environment friendly measures in all sectors of life including transportation. The eco-bus has the potential to promote more awareness and hopefully overcome the use of older buses and private transport within the town. The weakness of such a project is the production, upkeep and maintenance required to meet the demand of a large city as Nottingham with its suburbs. The funds should come from a self sustaining infrastructure – as long as people opt to eco-buses the revenue will help to increase the volume of eco-buses on the road. Nottingham’s initiative has the opportunity to propagate the service to other towns and therefore increase revenue and awareness in other towns. The threat might come from the decrease of people using the service or from more environment friendly transportation that may render the eco-buses obsolete.

The recommendations for adaptation of regeneration and thematic development of attractions for Malta and Gozo.

*Such an initiative is recommended on public bus transport in the Maltese Islands, yet the system is dependable on central government for revenue and improvement. Competition might be a solution yet resistance from public transport bus owners is still strong. A major stepping stone is the level of education and eco-awareness that these owners/drivers have of environment issues. A monopolistic situation has proved fatal to Malta’s image both locally and overseas.*

A proposed plan of action or implementation of these adaptations within the local scenario.

*Central government authorities must first and foremost separate partisan political issues from environmental issues. Malta needs leaders that are not afraid of implementing change and eco-friendly measures. The local bus transportation system which travels shorter distances than those in Nottingham contributes greater benefits to our environment. The problem in starting such a project is not just funds and education but also the physical state of our roads especially in towns and villages where roads which serve as main arterial roads are considered by the Local Councils Act as secondary roads.*

**JosAnn Cutajar - Community Involvement and Revitalisation of Birgu....E. Falzon**

*The most important issues referred to are the following:*

- Tourism in Malta;
- Tourism and the Cottonera Area;
- The Regeneration of Birgu and Private Enterprises;

- The community and the regeneration of Birgu;
- Conclusion.

*Basically this presentation was too long with some information that had not relevance to the conference topic and therefore very difficult for the audience to understand.*

*One particular statement was that – the regeneration of Birgu took place first incidentally – subsequent authorities have always had a programme of regeneration for Birgu.*

*There were a number of inaccuracies, some parts should have been translated into English, no proper reference was made to the central governments commitment, the commercial sectors investment and the positive effect of all the EU funding. Birgu was one of the localities that obtained the largest amount of financial assistance.*

*The presentation in some instances projected a very negative image of the Maltese Government.*

#### **Cathy Guthrie - Making Sense of Destination Experience.....J. Zarb**

In this presentation, the following topics were discussed:

- Background
- The Research
- Destination Experience Processes
- Elements of destination experience
  - Visitor characteristics
  - How visitors make sense of their experience
  - Implications

Background:

The study was carried out by a person who has had sixteen years experience as a destination manager using a methodology of standard surveys (ie quantity, economic impact, destination benchmarking). It

showed the importance for support and commitment to customer care training as a means of really understanding the visitor's reactions.

Relational Application: The background describes a very common and well known situation for the Maltese Islands but the most important issue here is not the initial training but the measurement of progress post training to ensure that full maximization of the benefits.

#### The Research:

A total of 56 interviews were carried out between October 2004 and May 2005 in Edinburgh and Greenwich and these consisted of 10-15 minute interviews of key topics and open ended questions. The analysis of the responses was focussed on the identification of key characteristics of the destination.

#### Elements of the Destination Experience:

The research resulted in a number of elements of the destination experience, namely:

1. The Holiday Attitude
2. Anticipations
3. Interactive mode
4. Motivations
5. Place
6. People
7. Reactions
8. Perceptions
9. Gap in academic literature

The way in which each of these elements depends on the other to produce the tourism package or product means that there needs to be a very strong synergy between each of the elements as well as some relational interactivity to ensure an authentic and real product.

The study also included the definition of a Gourmet and a Gourmand in identifying the tourism markets. The former type of visitor is a very discerning character who :

- Engages and judges at intellectual level:
- Uses cultural, artistic, behavioural standards to evaluate experience and impact of other people
- Gets closer through appreciating historic, cultural or artistic merits
- Making sense: compares against standards
- Forgives from understanding

As with the traditional definition for Gourmet, in terms of gastronomy, this visitor tends to be very quality orientated and is more of a connoisseur.

Relational Adaptation: this type of visitor is very much more sustainable than the mass tourist since it is all a matter of the visitor who wants to be at a destination and the visitor who happens to be at the destination.

On the other hand, the Gourmand is more likely to :

- See and do as much as possible
- Self image: seen everything, well travelled
- Engages and judges at emotional level
- Physical/emotional comfort of self and group used to evaluate impact of and interactions with other people.
- Gets closer through making connections with own personal or family situation/history
- Making sense: compares against own previous experiences
- Forgives through empathy

It is likely, therefore, that the Gourmand relates better to certain travel packages that give preference to group itineraries and is likely to be more generalistic in his/her choice of destinations.

Tourists today tend to compare, study and analyze their holiday and they will take a number of factors into consideration when recommending or considering destinations again. The internet also provides the ideal breeding ground for such interactive sources of information, such as : Trip advisor.

The visitor experience is a cyclical one and this depends very much on the value-driven perception and experience that is gained during the actual visit to the destination. Quality and responsibility should be the key words here in such strategies and policies.

Finally, this presentation concluded by listing those actual requirements for real destination experience with value and uniqueness, these are:

- Helps in planning and developing destination offer
- Complement marketing messages with additional signposting
- Impact of residents and non frontline staff attitudes/behaviour
- Can be developed to add deeper insights to existing visitor surveys

***Lillian Rathje - Using Culture in Education – The Forsa Project.....J. Vella***

The Presentation showed how the Swedes are using culture in education with emphasis on the use of the cultural environment. The Forsa Project was based on the use of cultural heritage, its meaning to different people and the educational resource that can be used from it. Selected themes and events were reproduced to give a life-like experience of the community and the environment and their past. Different tangible and intangible sources were utilised. The archaeological experience and the environmental experience were both hands-on experiences with school children and participants.

*A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at the conference and study visit.*

Sweden owns large and vast areas of natural habitat which facilitates the understanding of the ecosystem. Though the resources are available, hazards to the environment and the cultural heritage of communities living within these habitats are seriously threatened by natural deterioration but mostly by either neglect or misuse. Archaeology within the same environment gives an unique experience that enhances awareness and appreciation of what's beneath our feet. Though the Maltese Islands do not own such vast natural habitats, we own much more ancient and valuable archaeological treasures beneath our feet and around us, which is threatened by uncontrolled development and excuses for social housing especially in our old cities. A lesson to learn from the Swedes is that we need to focus our education more on the importance of safeguarding our cultural and natural heritage to future generations or else in the immediate future Malta will have nothing more to attract tourists.

25th September 2008

Peter Lane - Measuring Destination Performance.....J. Zarb

Very much as a complementary discussion to the presentation that was analyzed earlier on in this report, by Dr. Cathie Guthrie, this presentation outlined the importance of measuring or monitoring the success or failure of projects and performance at destinations.

The basic rationale focussed on the question: If you cannot measure it how can you manage it? This certainly makes sense if one considers that management is an interactive process rather than an activity that is carried out remotely (most of us have heard of the acronym MBWA – management by walking about).

If one takes into consideration the factors that led to tourist satisfaction, that have been mentioned in the presentation by Dr. Guthrie, these should include : satisfaction, perception/experience and loyalty, but the aspect of measuring just how much these factors have reached or attained established levels of acceptance is important to filling the gaps.

There are four levels or stages that require close measurement and monitoring in every tourism product and the most effective tool here is communication – this is not some activity that can be carried out remotely but must be interactive and inter sectoral at times. The figure (1) below illustrates these stages clearly:



A successful measuring process can lead to a win-win situation for three key stakeholders – the community; the tourist and the commercial sector or tourism enterprises.

To ensure an effective and successful tourism value chain, the leadership model should be structured in such a way that the effectiveness ensures a balanced flow from leadership (10%); People Management (9%); Policy and Strategy (8%) and Resourcing (9%) to the actual processes (14%) so as to leave the desired results that could include: People Satisfaction (9%); Customer Satisfaction (20%); Impact on Society (6%) and Business results (15%).

There are a number of activities that can be used to measure performance for destinations and these include:

- Volume and Value measurement
- Visitor surveys
- Tourist Information Centre Data
- Destination Benchmarking
- Data sharing eg European Cities Marketing

The presentation concluded by giving a very succinct description of what best value actually is:

***“The continuous search by a council to improve the quality, efficiency and effectiveness of all its activities for the public”***

The principles of best value include:

- Challenge
- Compare
- Consult
- Compete

These should be supported by:

- Economy
- Efficiency
- Effectiveness

The moral of this process is: What matters is what works

***Jayne Stocks - Vocmat 2 Transfer of Innovation Project.....J. Zarb***

This presentation was focused on the rationale behind the development of this e-learning programme, now in its second phase stage and including the Malta Tourism Society and the University of Malta. Tourism is a growing activity and a mature destination such as Europe needs to create innovation, innovation is developed out of that transfer of knowledge and professionalism that prompts effective leadership.

Vocmat was developed four years ago after a study was carried out which showed that in Europe, industry suffered from the following concerns:

- No time available
- High cost of reputable training
- Replacement of staff on training
- Distance to training courses
- Not available in workplace

The aims of Vocmat include:

- To develop a European solution for tourism industry
- To deliver a new, innovative, flexible training method
- To target middle & senior tourism managers & owners

How has Vocmat addressed the concerns :

- By creating a new training model relevant across Europe
- By delivering new accredited modules at PG level to test the model
- By designing a new Curriculum for European tourism managers
- By testing relevance and suitability through a pilot group of European tourism managers

How does Vocmat work:

Flexible model using a range of mechanisms for home / workplace learning:

- Workshops
- Video-conferencing
- On-line training resources
- On-line assessment
- CD-Roms
- Hard copy (handbooks etc)
- Discussion Board/Chat Room

The VOCMAT programme is aimed at a diverse number of participants, namely:

- Senior: Learning/updating skills
- Middle: career development
- All Sizes of Tourism Business:
  - Micro, SME & Large
  - Private & Public Sector
- All Types of Tourism Business:
  - Accommodation
  - Attractions

- Destination Management Organisations
- Tourist Information Centres

VOCMAT 2 includes a number of organizations and educational institutions from within the EUTO membership:

**Tourism bodies:**

- ❖ Tourist Board Training (UK – Applicant)
- ❖ Catalan Assoc of Tourist Officers (APTALC)
- ❖ Estonian Tourist Board
- ❖ Malta Tourism Society
- ❖ Tourism Management Institute (UK)

**Universities:**

- ❖ Pärnu College of Tartu University (Est.)
- ❖ Sheffield Hallam University (UK)
- ❖ Sungurlu VTDA (Turkey)
- ❖ University of Florence
- ❖ University of Girona
- ❖ University of Malta

While the first stages of the Vocmat Project were developed between 2005 and 2007, the second stage started in November 2007 and will end in October 2009; while there was a research period between December 2007 and March 2008. Between March and May 2008, there was also a period for the revision of the model and the identification of the modules. The translation into the pilot group languages was also carried out; between March and May 2008 the pilot group was recruited and the first test phase (Strategic Management) was completed between May and October 2008.

Following the review of the first module a number of issues were considered so as to enhance or improve the programme, these included:

- Feedback from pilot groups and tutors
- Use and relevance of materials across Europe
- Benefits and costs of multi language delivery
- Engagement of participants with module support mechanisms – discussion boards, chat rooms
- Completion statistics and reasons for non completion
- Lessons learnt for module 2

The final part of the Vocmat 2 Project will include:

- Evaluation: Nov 2008
- Model Revision and translations: Dec 2008 – Jan 2009
- Second Test Phase (Innovation & Entrepreneurship): Feb – July 2009
- Evaluation: Aug – Sept 2009

- Final Products (Virtual Learning Environment etc): Oct 2009

26th September 2008

***Sandy Dear - Scotland Sustainable Destination.....E. Falzon***

The most important issues referred to and that are applicable to Malta are the following:

**Scotland Sustainable Destination:**

- Sustainable development = Environment / Society / Economy;
- Spreading visitors throughout the year;
- More visitors on “green” transport;
- More businesses joining the Green Tourism Business Scheme – GTBS, to offer quality efficiency management savings training marketing communication award;
- Tourism that cares about the environment;
- Tourism and local communities in harmony;
- Sustainable jobs;
- Tourism for all;
- Selling Scotland as a sustainable destination;

All these points may refer to the local Maltese perspectives and could be adapted to any scenario .

### **An overview of London's visitor economy structure**

London City operates under a four tier structure but the Mayor is in overall charge:

1. Department for Culture, Media & Sports (DCMS)
2. Greater London Authority (GLA)
3. London Development Agency (LDA)
4. Visit London

Phil Evans representing the GLA stated that the Authority is responsible for tourism policy and strategic planning

### **What is the Greater London Authority (GLA)?**

The GLA is a unique form of strategic citywide government for London. It is made up of a directly elected Mayor and a separately elected Assembly. There is around 600 staff to help the Mayor and Assembly in their duties.

The Mayor is London's spokesman. He leads the preparation of statutory strategies on transport, spatial development, economic development and the environment. He sets budgets for the GLA, Transport for London, the London Development Agency, the Metropolitan Police and London's fire services.

The Assembly scrutinises the Mayor's activities, questioning the Mayor about his decisions. The Assembly is also able to investigate other issues of importance to Londoners, publish its findings and recommendations, and make proposals to the Mayor.

### **What responsibilities does the GLA have?**

The GLA's main areas of responsibility are: Transport, Policing, Fire and emergency planning, Economic development, Planning, Culture, Environment, Health

### **How is the GLA structured?**

There is a clear separation of powers within the GLA between the Mayor - who has an executive role, making decisions on behalf of the GLA - and the Assembly, which has a scrutiny role. The internal organisation of the GLA takes account of this separation.

## **The GLA Group**

The Mayor sets the annual budget for five organisations. These organisations, which have become known as the 'GLA Group', comprise:

- the Greater London Authority;
- Transport for London, which provides bus, river and some light rail services, maintains London's main roads, regulates London's licensed taxi service and runs the Tube;
- the Metropolitan Police Authority, which is responsible for maintaining an effective and efficient police service for London;
- the London Development Agency, which works with business to sustain and improve London's role as a business centre, while increasing economic opportunity for all Londoners;
- London Fire Brigade, which responds to fires and promotes fire prevention, under the oversight of London Fire and Emergency Planning Authority.

## **Common services**

The GLA has a pool of permanent staff that supports the work of the Mayor and the London Assembly. The Head of Paid Service (Chief Executive) oversees the permanent staff of the GLA and ensures that it operates effectively and properly.

## **The Mayor's Office**

The Mayor has an office of around 30 staff who support him in his role and direct staff on his behalf.

## **London Assembly Secretariat**

The Assembly has dedicated support staffs that service its committees, organise Assembly meetings and proceedings and deliver its scrutiny and investigation programme. The Secretariat provides a core of experts who, themselves or through commissioned work, review matters arising from the Mayor's activities for consideration by the Assembly, and research issues for Assembly investigation.

## **What resources does the GLA have?**

The GLA has taken over control of a number of existing government programmes in London on police, fire, transport and economic development and regeneration. The total budget amounted to £4.7 billion in 2002/03.

The cost of the GLA itself was about £49.9 million in 2002/03. Most of the £49.9 million is met by central government grant. London council taxpayers contribute a small amount - about 13p a week on a Band D Council Tax bill.

### **The London Development Agency**

The London Development Agency has overall responsibility for the promotion and development of tourism in London -this includes the development and delivery of projects including training.

### **What is the London Development Agency?**

The LDA works for the Mayor, co-coordinating economic development and regeneration across the capital. With a budget of £300 million, it promotes business and works in partnership with industry, the public and voluntary sectors to create opportunities so all can benefit from London's economy.

Established in July 2000, the LDA joins the eight regional development agencies previously set up in England. The LDA shares the same powers, as set out in the Regional Development Agencies Act 1998 and the Greater London Authority Act 1999 (primarily Part V and Schedule 25), but is answerable to the Mayor rather than the Secretary of State.

### **What does the LDA do?**

The LDA's statutory purposes are to:

- further the economic development and regeneration of London
- promote business efficiency, investment and competitiveness in London
- promote employment in London
- enhance and develop the skills of local people
- Contribute to sustainable development.

In July 2001 the LDA published the first Economic Development Strategy, entitled 'Success through Diversity'. This was superseded in January 2005 by the current Economic Development Strategy, 'Sustaining Success'.

- The LDA also manages various funding programmes and carries out regeneration projects where it owns land, such as in the Royal Docks, one of Europe's largest regeneration sites, and at Woolwich Arsenal.

**Who runs the LDA?**

A board is appointed by the Mayor to run the LDA.

**What funds does the LDA have?**

Funds to deliver the economic development and regeneration strategy are routed through the Mayor. The budget comprises central government funds for regeneration, skills, land and property development, inward investment and regional innovation. These funds will be merged in 2002/3 into a single pot to be used by the LDA in support of its strategy.

**What does the Mayor do?**

The Mayor directs the LDA to prepare an economic development and regeneration strategy for London subject to his guidance and consistent with other strategies; consults on the draft strategy then publishes and keeps it under review

- gives directions and guidance to the LDA on the implementation of the strategy and the exercise of its functions
- appoints the LDA Board, its Chair and the Chief Executive
- Sets the administration budget for the LDA and ensures that programme funds from central government are properly managed.

**What does the London Assembly do?**

- is consulted on appointments to the LDA Board
- is consulted on the Mayor's draft strategy
- inspects and approves the Mayor's budget and receives the LDA's audited accounts
- scrutinises the performance of the Mayor and the LDA
- may provide some Assembly members to sit on the LDA board.

**What do the boroughs do?**

- work closely with the Mayor and the LDA to develop and take forward the Mayor's economic development and regeneration strategy for London
- retain powers to promote economic development and regeneration in their local areas.

## Visit London

Visit London is the marketing agency for tourism in the capital and it represents the industry as a partnership organisation

Visit London measures different market segments

- International
- Business/Leisure
- Domestic

There is also a division between day-visitors and overnight guests

The importance of the visitor economy to London...

1. it provides around 280,000 f/t jobs
2. it is worth around £15 billion pa
3. it represents 7% of all jobs in London
4. this is equivalent to 5-6% of GVA
5. a 1% increase in overseas visitors equals a 1.28% increase in employment

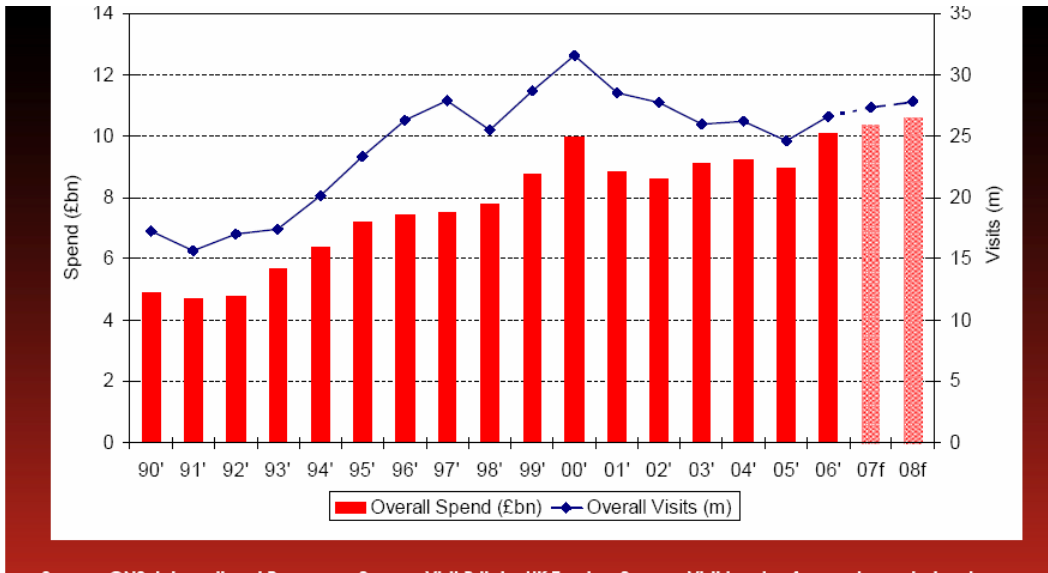
The LDA articulates Mayoral priorities through its Strategic Tourism Vision

and Tourism Action Plan documents

The five key themes are:

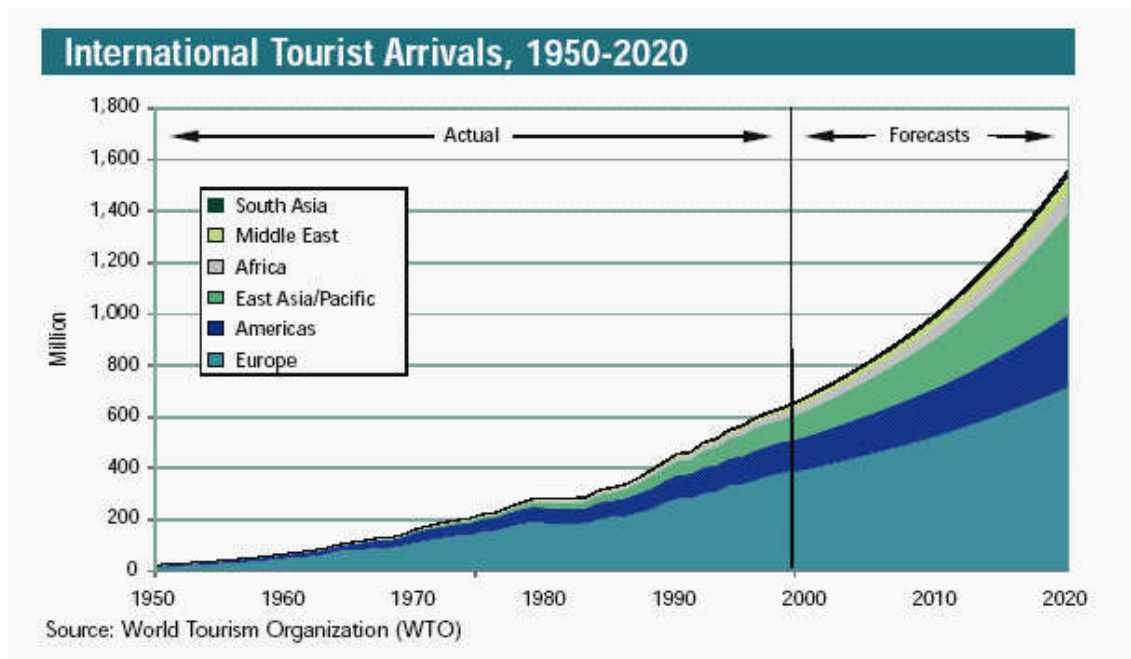
- i. A global city
- ii. A quality visitor experience
- iii. A sustainable and inclusive city
- iv. Professionalism at every level
- v. Industry support and partnership

London's overall income and visitor numbers appeared quite healthy in accordance to the graph presented below.



For most of the year, London is overcrowded, there seem to be too many tourists and it appears to have reached full capacity so why is it seeking new and emerging markets?

Despite the predicted increase in international tourism over the next 12 years London competes for market share with new destinations, the graph below presents actual and forecasted tourism flows by WTO.



Whilst a number of threats exist to London’s visitor economy, London has the greatest opportunity coming up next ... The Olympics. This could be the best opportunity to develop a strategy for harbor regeneration.

**Ted Inman - South Bank Employer's Group.....J. Vella**

From a neglected river side to Europe’s largest business, arts and media destination, SBEG transformed what today is the South Bank to a very hectic and busy part of London. Hoping to boost up tourism and image of the South and London itself SBEG considers the bank-side as a complete transformation from the ‘wrong part of town’ and the ‘perceived as a bleak and hostile area, lacking shops and street level activity and difficult for pedestrians to find their way about’ to a ‘home to prestigious national and international corporations... to London’s most popular visitor destination’.(SBEG presentation, EUTO Study Visit 2008)

Various stakeholders have envisaged Bankside as an opportunity for prestige and capital investment in large projects with the objective of ‘improving public spaces, extending and creating a positive identity, supporting change and promoting the area as a destination for tourism and business opportunities, with attractions, art venues, shops, restaurants, hotels, and other

*A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at the conference and study visit.*

The project is remarkable and a real transformation of the Bank side occurred changing it rapidly into another 'very busy' spot in Europe. Though the project originally aimed at improving the image and creating a positive identity, it has completely misunderstood or set aside the people that reside a few metres more away from the river bank. A walk into the south residential areas would easily illustrate that the project did not evaluate or consider the impact of installing another business project against what ought to be the social aspect of such a multi-million project which was mostly subsidized by public funds.

In Malta, the regeneration and improvement projects run the risk of ruining our heritage and society that could lead to irreversible damage (ex. the wharf of harbour cities such as The Three Cities, Kalkara, Floriana and Valletta). The South Bank experience could be termed as 'my horrible experience of London'. Even the SBEG representative did not confirm that the local people were consulted, involved and consequently participant in the project. The project wasn't for the people BUT for capital! Even employment opportunities were vaguely answered as very few employees came from the South Bank residential zones. The next few metres away lead to areas such as Elephant and Castle which really need a huge social attention to uplift the people from their poverty which is leading to crime and abuse. We have much to learn from the mistakes of others before we repeat them, because the impacts of such errors will prove fatal to Malta.

**27th September 2008**

**Phil Evans - Bankside Photos.....J. Zarb**

"A Picture tells a thousand tales" is the old saying that expounds the benefits of careful illustration of any presentation. Certainly, this presentation was well illustrated since it did show how an area like Bankside had been regenerated from an industrial dumping ground to an up market, trendy and modern commercial and residential centre.

The photos depicted historical buildings that had been renovated, modern buildings that had been built instead of, or integrated to, existing port buildings. But, as with most sites, it is the people who create that living history in any locality and it is the people here who will affect the living history through the Culture, Charactersitics and traditions that colour that same locality.

The success of the bankside area was effective, in the main part, through the involvement of all stakeholders – the community, the commercial sector and the local authority.

## ***A critical view of the case studies at the EUTO Study Visit***

### **Nottingham "Castle" .....E. Falzon (Perceptions and Experiences)**

The visit to Nottingham Castle was very interesting in that the castle is situated very close to the city centre but it has nothing to do with the original castle building as this was totally destroyed hundreds of years ago.

But a spectacular 17<sup>th</sup> century ducal mansion with magnificent views of the city was built. Containing collections of art, silver, glass and an exciting exhibitions programme. This is all surrounded by magnificent gardens. A number of activities including re - enactment of Robin Hood days are held in these gardens.

The city council and the authorities should be congratulated on the upgrading of such an attraction an example that we should follow.

### **Clumber Park/Rufford Abbey and Mill.....A. Ellul (History and Environment)**

#### **Contents**

1. Introduction – Facts and Relevant Intergral Details
2. A critical view of the case study
3. A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at the conference and study visit.
4. The recommendations for adaptation of regeneration and thematic development of attractions for Malta and Gozo.
5. A proposed plan of action or implementation of these adaptations within the local scenario.

#### **Introduction – Facts and Relevant Intergral Details**

Clumber Park is a site managed and owned by the UK National Trust. It is situated just a few km from Nottingham City. It comprises 1,500 hectares (3,800 acres) and includes peaceful woods, open heath and rolling farmland, with a superb serpentine lake at its heart and the longest avenue of lime trees in Europe.

Part of Nottinghamshire's famed 'Dukeries', Clumber was formerly home to the Dukes of Newcastle. The house was demolished in 1938, but many fascinating features of the estate remain, including an

outstanding Gothic Revival chapel and Walled Kitchen Garden, with spectacular glasshouses, growing old varieties of vegetables, servicing visitors also by an Audio Guide.

Events like Open-air concerts, theatre and special events are held throughout the year. - As are Country walks as well.

Clumber Park is an extensive area of parkland, including peaceful woods, open heath and farmland and provides the following activities:

- Idyllic lakeside walks in the Pleasure Ground
- The longest avenue walk of lime trees in Europe
- Professional Cycle Hire facilities to explore The Trust's woodland trails including a guide map
- 20 miles of way marked cycle routes and footpaths allowing visitors to discover and explore, catering for all ages and abilities
- Clumber Chapel – a Gothic cathedral in miniature
- Culinary tasting of the past and new trends
- The ability to see, smell and taste the colourful fruit, vegetables and flowers in the Walled Kitchen Garden – 400 foot long
- An indoor Interpretation Centre for its World War II story
- Group & Learning Visits
- Fishing and Horse Riding
- Orienteering Courses
- BBQs
- Caravan & Camping Sites
- Continues in creating Nottinghamshire initiative to “create” the Robin Hood Trail
- A wildlife haven with birds and grazing sheep, cattle and ponies
- Organised events, tours, concerts with a variety of subjects
- Organised day outings for families and other groups like fishing, photography and nature enthusiasts
- Access to other places of interest like Mr. Straw's House – a housed “trapped” in another time epoch , Hardwick Hall and The Workhouse
- Plant Sales
- Pet & Owner Facilities
- Plot to Plate Sessions ... from the garden across the kitchen to the plate

## **The Cycling Tour**

### **Routes:**

Four recommended routes are provided in the Park's guide for cyclists, all varying in length, ability and sightseeing. Any cyclist can follow a route of between 5 to 10 miles in length but in all in all may extend to 20 miles if intended to cover all that this available. Cyclists can stop at any facility which is available in the Park. The routes are numbered at marker posts and are incorporated in a National cycle route. Secure Parking facilities are marked on the map guide which also earmarks areas/paths with no vehicular access or where cycling is not permitted. The relative different types of woodland across the whole landscape are also displayed.

Clumber also provides permanent cycle orienteering courses, one for family groups and the one for the more experienced. Events including Treasure Hunts, guided rides and learning cycling courses are also available.

## Bicycles

Cycle Hire is professionally run, a huge choice of bikes including mountain, cycle connectors, trailers, tandems, child bikes and bikes with child carrier facilities are all available. The Minimum rental period is two hours. The Cycle Hire Shop also provides cycles suitable for use by people with disabilities. Bikes are replaced by selling old ones during a special sale period and new ones are brought in.

### The UK National Trust

The National Trust is a charity and is completely independent of the UK Government. The National Trust relies for income on membership fees, donations and legacies, and revenue raised from the Trust's commercial operations.

The National Trust now has 3.5 million members and 52,000 volunteers who gave 2.3 million hours in 2007/08. More than 12 million people visit the Trust's sites and pay for entry properties, while an estimated 50 million visit The Trust's open air properties.

The National Trust protects and opens to the public over 300 historic houses and gardens and 49 industrial monuments and mills.

It also looks after forests, woods, fens, beaches, farmland, downs, moorland, islands, archaeological remains, castles, nature reserves, villages for the general public.

The National Trust works to preserve and protect the buildings, countryside and coastline of England, Wales and Northern Ireland, in a range of ways, through practical conservation, learning and discovery, and encouraging everyone to visit and enjoy the UK national heritage. It seems to exclude Scotland.

The National Trust also educates people about the importance of the environment and of preserving the Trust's heritage for future generations. The National Trust contributes to important debates over the future of the UK economy, its development of people's skills and sense of community, and the quality of the local environment in both town and country.

Future

In order to survive as a charity, The National Trust constantly has to look at new ways of inspiring supporters and visitors, to ensure that the Trust's vital work continues in protecting the heritage for future generations.

Its new strategy of '2010 and beyond', Dame Fiona Reynolds looks at the importance of engaging the Trust's supporters and at improving the Trust's conservation and environmental performance. To ensure that green places, historical buildings, coastline, countryside and the Trust's heritage are there for all.

#### Engaging supporters

The Trust's overwhelming priority for the next period is to involve more deeply all the people who support it, inspiring them with the excellence of the Trust's conservation work and purpose.

It intends to promote the fact of how vital the work of the Trust is in looking after special places for ever, for everyone and as champions of a perpetual cause that goes beyond conservation excellence and access to embrace the environment.

Properties are at the heart of The Trust's new strategy. This means the Trust's supporters will see a change when they visit. Each property is considered as unique, but what will be common to all is that people won't just be welcomed as visitors and customers. They will be encouraged to explore the property and its stories, to see and understand the significance of what is there and the conservation work that goes on, to get involved, and to connect what they see at the Trust's properties with what is going on in the wider world.

It intends to communicate more with its supporters, finding out what interests them and helping their interests to grow, whether it is through historic properties and their contents, gardens, the coast, archaeology, countryside, fine art, outdoor activities, wildlife or specialist

research and publications.

The National Trust want to turn more people from 'just' being customers into more active supporters, and to that end The National Trust will replace the word 'customer' with 'supporter' throughout the Trust.

#### **Improving conservation and environmental performance**

For this approach to be successful the Trust's supporters need to be inspired by what they see. Excellent conservation and access delivered to a high standard is a pre-requisite for the new strategy to work. For the first time The National Trust will be able to track conservation performance at every property and be able to say what needs to be done to meet the Trust's conservation objectives.

It intends to invest a great deal of money and time in conservation – addressing maintenance and backlog; improving cottages; maintaining footpaths; managing wildlife habitats; and ensuring inspiring and appropriate interpretation, care and presentation of the Trust's gardens and the contents of its houses. It intends to enable people to see and share in both the process of discovery and conservation, and will promote the research, scholarship, skills and expertise it relies on.

The Trust's credentials as one of the country's oldest environmental organisations, tackling environmental challenges like climate change will be enhanced by setting specific targets to reduce the Trust's environmental footprint.

Focus on the Trust's use of water, energy and management of waste, will set an example, and the experience will be shared with others.

#### **A critical view of the case study**

Clumber Park therefore forms part of the National Trust Network of properties and heritage conservation ideals. Somewhat it seems to be still intended to a British or pro-British audience. Its concept is intended to provide a quality experience to attract and disperse visitors to the various activities provided at the park .

The Park encourages a healthy lifestyle mostly for all members of family/friends groups ... i.e a visit to the Park scenario.

A trail was also developed both internally and externally. Internally, within the park and externally within the other National Trust properties/venues and also at a local level as part of the Nottinghamshire Robin Hood Trail.

Thus it results that the Park markets itself to British domestic visitors and maximises potential to encourage overnight visitors in the area. Languages Variety is not a British custom and clearly the design for the Park is intended to English speaking visitors. The Park is also designed to maximise the environmental aspect but strives to acquire financial independence, one may wonder whether there is a conflict in this respect ... the explicit strategy is to acquire a balance between the TRIPLE BOTTOM LINE, that is the

FINANCAL DIMENSION – acquire income to maintain the NT’s objectives

ENVIRONMENTAL DIMENSION – sustainable attractions, pleasant natural surroundings, energy saving techniques, clean air

SOCIAL DIMENSION – providing accessibility to enjoyment for all ages and abilities, professional and safe approach, integrated educational issues – a learning experience in cycling, gardening, cooking to all ages, genders and abilities.

The Cycle Network provides a variety of routes for selection and trial by pros and would be enthusiasts.

Clumber Park presents a Health Agenda, it incorporates Walks and cycling tours into a *joie de vivre* in pleasant surroundings, the relative quietness and nature integration for “human” visitors blends well.

The Park also blends the historic perspective of the area and ensues interpretation for different epochs describing the Robin Hood Sherwood Forest and the World War II deployment for the area as a safe storage for the war arsenal, hidden from the wrath of Air Battle of Britain.

Clumber sells well to Mums & Toddlers, to those interested in Healthy Eating and promotes the Walled Kitchen Garden Tastes – in other words - celebrate the things of your country – the British Food Feast and encourage fun activities.

Throughout it’s organisation the National Trust promotes Energy Savings, It collaborates with manufacturers to replace light fitting with modern equipment; it furnishes its premises with Renewable energy sources. It facilitates Micro Energy Generation, incorporates Infra Red Switching and is converting to a waterless Toilet System.

**A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at the conference and study visit.**

### **S for Strenghts**

Clumber Park was taken over by the National Trust due to the misfortune of its former owners, and converted as a people’s park for all to enjoy while perserving its natural and former glory to an extent.

It links up to the NT’s network of venues and to Nottinghamshire’s initiatives to augment its tourism attractiveness

It’s cycle and walk paths are well guided and permit enjoyment by persons of all ages and abilities

The Park actively seeks well being, includes a number of fun and learning activities promoting interactivity

### **W for Weaknesses**

It 's pseudo-links with the Robin Hood trail might percieve a lack of uniqueness, in fact historic elements denote a nobility past ... not the usual cruel rich vs battered poor Robin Hood morale

The fact that the main building was demolished creates a melodrama scenario

CP is still geared to mainly attract the British segment

### **O for Opportunities**

To increase volume and exposure

Could present itself as a resort attracting visits of a week duartion

Greener Issues require further initiatives

### **T for Threats**

Lacks uniqueness – just a day in the Park

Percieves a territorial British communication cache

### **The recommendations for adaptation of regeneration and thematic development of attractions for Malta and Gozo.**

A number of rural areas need to be upgraded in similar fashion as to the amenities presented at Clumber Park . This requires the building up of trails, linking palces of interest, creating legends, converting derelict places of historic interest, linking up different villages, opening up places which are normally closed for visitors except for special occassions such as wayside chapels

### **Cycling Tracks**

Cycling tracks need to be established and earmarked for the enjoyment of both domestic and non domestic visitors

Such tracks should partially or in totality permit enjoyment by persons of all ages and abilities

Tracks should integrate a number of places of worship including non Christian places , wayside chapels, marked by "milestones" , defense towers, springs, ecological belvederes and refreshment points as well as other landmarks.

Visitors may be presented with a unique opportunity to enjoy the countryside, the local tradition, wayside places of interest and villages or other remote areas

Places of interest should be interpreted in a variety of manners and equipment

Such tracks could also be presented as walks

Guides with recommended routes should be available

Cycle Hire being available at certain points possibly subject to prebooking and the required equipment mobilised to a start venue and picked at the end of such tracks, tracks could also be set in a circular format, avoiding logistical issues. Professional equipment, delivery and processes should be managed well. Websites providing booking of cycles highlighting the availability of various types of cycles, and accessories should be available especially for bookings to be made in hotels, tourism information offices and other points of sales

In establishing such a number of remote localities could integrate in a regional tourism plan and could provide a starting point for further development

Cycling Tracks should require proper signage along recommended routes and the availability of going off the beaten track if deemed as attractive.

Recommended Routes should highlight the level of inclination, gradient, length, Start/Return/Intersection points.

Tracks should be accessible from dense designated areas of accommodation... possibly linked by tourist bus routes avoiding transit in arterial roads by potential cyclists, avail just in time bookings and pick up.

Tourist buses could also be a means of transport for cyclists and their accessories, thus filling those gap points in cycle routes.

Alternative parking sites for cycles could be availed close to places of interest for stop and refreshments.

Shelters may also be set up in similar fashion to Bus Stops or enabling bus stops to shelter cyclists. Call centre availability for cases of emergencies and logistical operational managed should also be organised. Safe Track routes for younger generations could also be integrated in figures of eight subject to oversight by parents/ guardians etc., Mobile phone services would be ideal for the "new" adventurers.

Tracks could also include part walk routes and possible integrate with other leisure activities such as swimming snorkelling, kayaking or canoeing, abseiling or rock climbing.

The establishment of such tracks could provide a blue print for further Tourism Product Development.

Signage could include a variety of the mentioned issues coupled with emergency telephone numbers for health and security issues.

### **A proposed plan of action or implementation of these adaptations within the local scenario**

All the above should be implemented by integrating a number of interested parties which would benefit in such a scenario.

Financial assistance may also be sought from EU funds for Tourism. Ideally the concept could be taken up as a Product Development Initiative where the necessary capital requirements that could not be financed through revenue generation are sought for. Contributions by interested parties will need to be committed and available. This approach could also be utilised as a model for horizontal project integration by such parties with a variety of benefits accruing to any desired objectives. Parties could include Heritage authorities or NGOs, businesses, Local Councils, Corporate Sponsors etc.,

Such projects will require a Business Plan incorporating budgeted costs and revenues, inventories, process plans, marketing plans, accessibility issues, determination of fixed and variable operational costs, one time capital issues, interval capital improvements etc.,

Holistically the balance between the triple bottom lines should be set out as a process and not a balance. The social and environmental dimensions should be considered as market attributes of the product being developed.

**Wollaton Hall.....J. Zarb (Living History)**

Built in 1588 for Sir Frances Willoughby, Wollaton Hall is one of the crowning achievements of Elizabethan architect, Robert Smythson. No trace remains of the Elizabethan gardens planted in the late 16th century but there is still much to attract the visitor in the form of Wyatville's unique Camelia House built in 1823. Outside, the layout of the formal flower garden has remained unchanged for over 120 years, presenting a riot of colour when in full bloom. Beyond the Hall and gardens, deer have roamed Wollaton Park for 400 years, kept in by a seven mile long brick wall.

Wollaton Hall, now owned by Nottingham City Council, is being restored as part of a £6.75m conservation project. £1m has been funded by the European Regional Development Fund with the rest coming from The Heritage Lottery Fund and other public and private sources. The plans are ambitious, but they will restore one of the nation's most important landmarks.

Phase one of six in the Council's long-term conservation plan for Wollaton Hall included:

- Repairing and opening up the Prospect Room to the public
- Creating access to the half leaded roof so that people can walk around it
- Structural repairs to the Grade 1 listed Camelia House and remedial repairs to the Doric temple in the park grounds
- Opening up more rooms in the hall and more of the park to the public
- A modern interpretation of the exhibitions housed in the hall, with integrated displays replacing the existing natural history collection
- A fresh programme of guided tours, featuring live actors in period costume
- Better facilities, including a new visitor centre and café, plus extra toilets
- A fully accessible ramp to the hall, with a new visitor entrance through the servants' wing at basement level

- A lift to provide access to all levels

The first phase is now completed and the house reopened in April 2007.

Ultimately the council envisages another five phases, spread over ten years at a cost of more than £25m.

## Restoration

A major programme of restoration work has taken place at Wollaton Hall & Park.

The Wollaton Hall Restoration was funded by:



**RENAISSANCE EAST MIDLANDS**  
museums for changing lives

## The DCMS/Wolfson Museums & Galleries Improvement fund

### Wollaton Hall and Park

Following a successful 39 million pound restoration programme, this magnificent site invites visitors to experience a wealth of architecture, exhibitions and wildlife all set within dramatic natural landscapes.

Wollaton Hall is a spectacular Elizabethan mansion designed by Robert Smythson and built by Sir Francis Willoughby between 1580 and 1588 for his family. The building is in the English Renaissance style and its central lower tower and flanking turrets are considered to be masterpiece.

Repaired and remodelled in 1801 by Sir Jeffery Wyattville and later occupied by the Middletons, the interior of the building is as attractive as its exterior, boasting fabulous design. In addition, art enthusiasts can view wall paintings by Laguerre & James Thornhill.

Today Wollaton Hall is a prominent Grade One Listed building and following its major programme of restoration, visitors can now experience.

### Tudor Kitchens

The original beehive ovens and charcoal stove have been fully restored and the kitchens furnished according to the 1601 inventory. This is an opportunity to enjoy the sights, sounds and smells of an authentic working Tudor kitchen on event days. Access is by guided tours only.

### **The Regency Dining Room**

Presented as it would have looked during the Wyattville restoration, complete with introductory video featuring the family housekeeper, Mrs Gildart.

### **The Regency Salon**

Revamped with new audio visual interpretation and presented as it would have been in 1832 when Lady Jane Middleton was in residence.

### **The Prospect Room**

Situated on top of the Great Hall with stunning architecture and panoramic views of the city and beyond. Access via small spiral staircase by guided tour only.

### **The Bird Room**

Recreated as it would have looked in the 1920s when Wollaton Hall first became a natural history museum, complete with interactive exhibits.

### **Wollaton Hall Park & Gardens**

Standing on a natural hill three miles west of Nottingham City Centre, Wollaton Hall is set in five hundred acres of spectacular gardens and parkland.

The park contains a wide range of important wildlife habitats- including wetlands, grasslands, woodlands and avenues of mature trees. See herds of red and fallow deer roaming free, stroll around the historic lake, relax in the formal flower gardens or visit The Camellia House, the oldest cast iron glasshouse in Europe, which has been recently restored.

### **Wollaton's Courtyard Stables**

Home to the city's Industrial Museum, Steam Engine House, Wollaton Visitor Centre, Cafe in the Courtyard and the Yard Gallery, a vibrant exhibition space with a changing programme of exhibitions exploring art and the environment.

### **Guided Tours**

It was interesting to note the manner in which the guided tours of the Hall are made by qualified persons who animate the tour by dressing in period dress from three different time eras – Elizabethan, 1940’s and Edwardian.

### Gate Opening Times

The gates open at 8.00am on weekdays and 9:00am at the weekend. For closing times please refer to the table below:

Dates	Entrance Gate closes at	Exit Gate closes at
1 Jan - 3 Feb	4.30pm	5.00pm
4 Feb - 17 Feb	5.00pm	5.30pm
18 Feb - 2 Mar	5.30pm	6.00pm
3 Mar - 16 Mar	6:00pm	6.30pm
17 Mar - 29 Mar	6.30pm	7.00pm
30 Mar (BST begins) - 13 Apr	7.30pm	8.00pm
14 Apr - 27 Apr	8.00pm	8.30pm
28 Apr - 11 May	8.30pm	9.00pm
12 May - 10 Aug	9.15pm	9.45pm
11 Aug - 24 Aug	8.30pm	9.00pm
25 Aug - 7 Sept	8.00pm	8.30pm
8 Sept - 21 Sept	7.30pm	8.00pm
22 Sept - 5 Oct	7.00pm	7.30pm
6 Oct - 19 Oct	6.30pm	7.00pm
20 Oct - 25 Oct	6.00pm	6.30pm
26 Oct (BST begins) - 9 Nov	5.00pm	5.30pm
10 Nov - 31 December	4.30pm	5.00pm

### Hall opening times:

Opening	
April- October	Open daily, 11.00am - 5.00pm
November - March	Open daily, 11.00am - 4,00pm

### Admission

	FREE
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	Daily tour of Wollaton Hall including the Prospect Room
	Adults £2.50, Concessions £1.50. Please telephone 0115 915 3900 for tour times.

**Car Parking**

	£2 per car per day
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**How to find us**



By Car: Wollaton Hall is 3 miles to the west of the city centre and can be found by following the brown signs from the A52 or the A6514. From M1 take junction 25 and follow the signs.

Parking: £2.00 per day and season tickets are available at a charge of £26 per year. Disabled Badge Holders are free (there is limited parking for blue badge holders outside the front entrance of the hall).

**Attenborough Nature Reserve.....J. Vella (Ecological Tourism)**

The Attenborough Nature Centre is a symbol of best practice in managing sustainable tourism with the aim of raising ecological awareness and responsibility. The centre, while catering for various activities including conferences, functions and group activity within the eco-friendly parameters has mostly an educational and environmental protection objective. All the development on the Attenborough site is in harmony with the environment using natural material that matches well with the environs.

*A SWOT analysis of some of the more salient and relevant issues which the delegates had noted at this particular event of the conference and study visit.*

The project is an ecological example that stands in a world of its own. The development of a tourism infrastructure does not entail the building of concrete or large structures in nature reserves or in their close proximity. Its use for various functions and events linked with the environment as bird watching are a strong investment in education and science for future generations and the tourism industry itself. Any development that might impact negatively on the project and its eco-status quo will ruin the project as from day one since it will be irreversible. The more the Centre is promoted with students and the younger generations, the more will tourism at the Centre raise awareness and responsible visitors locally and internationally.

Similar projects in small island states like the Maltese Islands are impossible from the point of view of developers and central authorities as their political and financial, rather than the economic impact, is omni-present. Though contemporary EU and global politics demand that the environment and such projects take serious support, very few investment is going on such projects. The Nature reserves of the Maltese Islands can become a good source of revenue from eco-tourism since the geographical position of the Islands stands on the route of birds migrating between the European and the African continent twice a year. Our nature reserves are easily within reach at any point on the Islands.

**Nottingham Town Centre and Services.....E. Falzon (Urban Development and Tourism)**

*The centre of Nottingham City is very attractive, visitor friendly and well organised. This was due to the hard work of the city council and the financial assistance of the British authorities, the European Union and the commercial sector.*

*The Nottingham City Council is very organised and professional this is the experience one gets when visiting the city. The city centre is being kept very clean with great emphases on environmental issues. This can be noticed by going through the “**The Green Facts**” of the Nottingham Public Transport.*

*Nottingham is one of the U K's top shopping destinations. At the heart of the shopping district is Old Market Square where one will find special events and weekend markets all the year round.*

*The tourist service whether visual and / or printed which is being provided by the Nottingham City Council to the visitors is very helpful and makes the visitor comfortable and welcome.*

*This service is provided in conjunction with the tourist and commercial sectors and is economically managed. We should adopt this type of set up in Malta to be more effective.*

**Workshop Structure:**

1. The analysis and discussion about those factors that make up the SWOT of any destination, namely:

- Strength: Attractiveness
- Weakness: Poor Interpretation
- Opportunity: Intercultural exchanges
- Threats: Commercialism

2. Four workshops to discuss and come up with a proposed plan of action or implementation of these adaptations within the local scenario, namely:

- The Marketing Process
- Regeneration or Re-creation?
- Ownership and Stakeholders
- Living History
- Branding or Symbolism

3. Rapporteurs overview of workshops and final proposal for action plan to implement any Regeneration proposal in Malta and Gozo.

4. Publication and distribution of final document to stakeholders and Government

***The recommendations for adaptation of regeneration and thematic development of attractions for Malta and Gozo.***

Professor Jeremy Boissevain in his book: *Coping with Tourists – European Reactions to Mass Tourism*<sup>i</sup>, quotes from an argument put forward by MacCannell (1976) which pointed out: “that for an attraction to be recognized as such within the cultural space we occupy as tourists, at least some degree of marking is necessary. He outlines the various stages of such marking, within the overall process that he describes as site sacralisation, as involving naming, authenticating, framing and enshrinement”.

JZ/EF

JZ/AE

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<sup>i</sup> Boissevain, Jeremy (1996) : *Coping with Tourists – European Reaction to Mass Tourism* (Berghahn Books ISBN 1-57181-900-2)

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## ***Appendix :***

### ***Programme of Events***

20 Sep 2008

0:00 0 min. Travelodge accommodation in Nottingham

21 Sep 2008

20:00 90 min. Arrival in Nottingham, registration and reception.

20:00 0 min. Travelodge accommodation in Nottingham

22 Sep 2008

0:00 0 min. Theme: the role of attractions and events

0:00 0 min. Travelodge accommodation

9:00 15 min. Walk to Council House

9:15 15 min. Official opening of EUTO 2008

9:15 375 min. Accompanying persons Literary Notts tour

9:30 30 min. Keynote 1: attractions

10:00 30 min. Keynote 2: events

10:30 30 min. Refreshment break.

11:00 30 min. Speaker 3: destination management strategy

11:30 30 min. Speaker 4: European case study

12:00 60 min. Lunch

13:15 30 min. Speaker 5: Nottingham cultural capital

13:45 30 min. Speaker 6: Edinburgh Festival

14:15 30 min. Plenary

15:00 30 min. Coach travel to Attenborough Nature Reserve

15:30 90 min. Sustainable Tourism at Attenborough

19:00 150 min. Civic reception at the Council House with dinner

23 Sep 2008

0:00 0 min. Theme: iconic attractions and living legends

8:00 0 min. Check Inn Travelodge Nottingham

8:40 20 min. Walk to Nottingham Castle

9:00 20 min. Living legends - building the Robin Hood product

9:00 40 min. Mortimer's Hole tour

9:20 20 min. Castle development and visitor management

9:40 60 min. Castle and grounds tour

10:40 20 min. Refreshments

11:00 40 min. Coach transfer to Rufford Abbey

11:40 40 min. In the footsteps of Robin Hood

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12:20 20 min. Walk to the water mill

12:40 20 min. Coach transfer to Clumber Park

13:00 60 min. Lunch in the Clumber cafe

14:00 30 min. The National Trust - UK overview by Olivia Morris

14:30 30 min. The National Trust in the East Midlands

15:00 90 min. Activity option 1 : guided tour

15:00 90 min. Activity option 2 : cycle around Clumber lake

15:00 90 min. Activity option 3 : walk around the grounds

16:30 60 min. Coach transfer to hotel

19:30 120 min. Dinner at Cumin restaurant

24 Sep 2008

0:00 0 min. Theme: cultural attractions and destination image

8:30 30 min. 'ecolink' coach transfer to Wollaton Hall

9:00 20 min. Welcome to Wollaton Hall

9:00 300 min. Shopping

9:20 20 min. Speaker 1: Italy case study

9:40 20 min. Speaker 2: Wollaton restoration

10:00 20 min. Speaker 3: the visitor experience

10:00 0 min. Check out of hotel

10:20 20 min. Plenary

10:40 20 min. Refreshments

11:00 20 min. Speaker 4: Using culture in education

11:20 20 min. Speaker 5: museum education and museum theatre

11:40 50 min. Tour of Wollaton

12:40 60 min. Lunch

13:40 20 min. EUTO delegates: coach transfer to New Art Exchange

13:40 20 min. TTRI/CTCC transfer to conference centre

14:00 60 min. EUTO delegates: New Art Exchange visit

14:00 90 min. TTRI/CTCC parallel paper sessions 1 & 2

15:00 20 min. Transfer to Nottingham Contemporary

15:20 40 min. Nottingham Contemporary

15:30 30 min. TTRI/CTCC refreshments

16:00 10 min. Walk to Nottingham tourism centre

16:00 90 min. TTRI/CTCC parallel paper session 3 & 4

16:10 50 min. EUTO study visit to Nottingham tourism centre

17:00 15 min. Walk back to hotel

17:00 30 min. TTRI/CTCC coach transfer to hotel

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19:30 90 min. Dinner at the Olde Salutation  
 min. Overnight accommodation at Travelodge Nottingham

25 Sep 2008

0:00 0 min. Theme: issues and innovations

9:00 30 min. Coach transfer to East Midlands Conference Centre

9:00 300 min. Market towns/arts and crafts tour

9:30 30 min. Keynote 1: sustainability and CSR

10:00 30 min. Refreshments

10:30 30 min. EUTO speaker 1: Peter Lane DP:UK

10:30 90 min. TTRI/CTCC paper sessions 5-8

11:00 30 min. EUTO speaker 2: VOCMAT 2

11:15 120 min. TTRI/CCTC paper sessions

11:30 30 min. EUTO speaker 3 : Attracting a local workforce

12:00 30 min. Plenary

12:30 60 min. Lunch

13:30 30 min. EUTO coach transfer to city

13:30 120 min. TTRI/CCTC paper sessions 9-12

14:00 180 min. EUTO mystery shopping

16:00 60 min. TTRI/CTCC paper sessions 13-16

17:00 20 min. TTRI/CTCC coach transfer back to hotel

18:30 120 min. Dinner at Nottingham Castle - Hog roast  
 min. Accommodation at Travelodge Nottingham

26 Sep 2008

0:00 0 min. Theme: attractions and destination development

8:30 30 min. Check out of Nottingham hotel

9:00 210 min. Coach transfer to London

12:30 60 min. Lunch

12:30 0 min. Travelodge accommodation in London

13:00 10 min. Welcome by Director of visitor economy

13:30 30 min. Speaker 1: South Bank Employer's Group

14:00 30 min. Speaker 2 : Iceland

14:30 30 min. Speaker 3: Business Improvement Districts

15:00 180 min. Guided tour of London Bridge and Bankside BID

17:30 390 min. Free evening in London - Dinner not included

18:00 0 min. Check in to London Travelodge

19:30 270 min. West End show with dinner

27 Sep 2008

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0:00 0 min. Theme : Olympics 2012 and riverside regeneration  
9:00 15 min. Travel on foot to Bankside Pier  
9:15 0 min. Depart by boat to Greenwich Peninsula  
9:30 60 min. Speaker 1: Riverside regeneration commentary  
10:30 15 min. Dock at O2 Arena with refreshments  
10:45 30 min. Speaker 2 : O2 and the 2012 Olympics  
11:15 30 min. Speaker 3 : lessons from Barcelona 1992  
11:45 30 min. Plenary  
12:15 30 min. Round up from EUTO president  
12:45 15 min. Speaker 4 : Catalonia 2009  
13:00 45 min. Lunch  
13:45 45 min. Public transport to hotel  
14:30 150 min. Visit to London Eye/Tourism center/shopping  
19:30 240 min. Dinner in the West End  
20:30 240 min. West End night life  
28 Sep 2008  
9:00 90 min. Late Breakfast  
11:00 0 min. Late check out at hotel and transfers