



The establishment of the Institute of Tourist Guiding

In February 1996 Katrine Prince (long standing Course Director of the London Blue Badge course and international training consultant) called a meeting of London Blue Badge guides at the London Tourist Board (LTB). Those present included representatives of the Guild of Registered Tourist Guides (the Guild), the Association of Professional Tourist Guides (APTG) and experienced guide trainers. At that time Blue and Green badges had been awarded for decades, and guides were trained and registered annually, by the regional and national tourist boards across the country: Cumbria, East of England, Heart of England, Jersey, London, North West, Northern Ireland, South East, South West, Southern, Wales and Yorkshire. Although there was ostensibly a national standard, in practice the standards and assessments varied considerably across the different regions. The variation in training and assessment had been of concern for some time but now Katrine warned of the potential threat to the Blue Badge qualification due to the introduction of NVQs in guiding and suggested that guides should consider taking the profession into their own hands.

Those of us at that first meeting were aware that we needed to keep fully involved in the NVQ developments in order to maintain influence over the new qualifications and how they would impact on the Blue Badge. Katrine and Sandra Jack participated in the writing of NVQ Standards at level 3 (Heritage Interpretation) and level 4 (Tourist Guiding). The aim was to ensure that the NVQs approximated the educational levels of the Blue Badge and the Green Badge and that adequate assessment procedures be put in place. However, we remained unconvinced that the NVQ was appropriate for tourist guide training. There could be no rigorous knowledge testing – assessment was in the workplace – and candidates would have to work before they qualified, in order to have a workplace in which to be assessed. If a guide was not qualified to guide in English no assessment would be possible, as there was no provision in the NVQ system for assessment in a foreign language.

During 1996-7 Katrine funded training for about a dozen Blue Badge guides (experienced guide trainers or examiners) as NVQ assessors. This confirmed our view that the NVQ was inappropriate for tourist guiding. 3 or 4 of us finally qualified.

In January 1998 two events finally forced BBGs to take action to protect their qualification. The English Tourist Board (ETB) issued a policy statement to the effect, first, that the tourist guiding qualification should be awarded in future for the NVQ level 3 in heritage interpretation and, secondly, that the number of BBGs nationwide should be reduced to approximately 100, who would have acquired the NVQ level 4. The remaining BBGs would have lost their qualification.

Within weeks of this bombshell, the London Tourist Board (LTB) announced its intention to close its guiding department and to sell the BB qualification to the highest bidder (probably a college, which might have had a very different idea about standards and the nature of tourist guiding). LTB had been the first tourist board to award the Blue Badge, which it then encouraged other tourist boards to adopt. But LTB was the only TB to have registered the BB trademark. LTB was not alone in fearing for its future and attempting to restructure – that concern was widespread amongst all the tourist boards, who feared



their days were numbered. This was therefore, clearly, going to be a national problem for BBGs.

Katrine immediately instigated a meeting between Tom Hooper (Chairman of the Guild of Registered Tourist Guides) and Fiona Grant (Chairman of the Association of Professional Tourist Guides) and, within the next month, they held three crucial meetings.

- The first was with the Director of LTB, who supported the idea of BBGs taking control of their profession and said he would be happy to transfer ownership of the London BB to an Institute of Tourist Guiding but warned that we would have to act fast.
- The second was a Guild/APTG meeting to discuss the NVQ situation and the third (on 6 March) was with the Training Director of ETB (author of the pro-NVQ policy) and the Director of TTENTO (the national training organisation for tourism, travel and events) at MSF's HQ. The level of ignorance regarding the work and training requirements of a BBG was starkly evident. There was no appreciation either of the level and quantity of knowledge required or of the essential marriage of knowledge and guiding skills. We expressed concern that the NVQ would not test knowledge since it was purely workplace assessed. The ETB Training Director replied that it was unnecessary for guides to be tested on knowledge 'since they always work from prompt cards'. Both ETB and TTENTO argued that the BB was only a level 3 qualification – which was indeed the case in some areas of the country but not in the majority of areas - and not in London, which accounted for over half the nation's BBGs. We began to see what a mountain we had to climb.
- 3 days later, on 9 March 1998, the 'Millennium Group' met (ever the optimists, we thought the Institute would be up and running by 2000...). The group consisted of representatives of the Guild and APTG who had relevant expertise in guide training, business and the law and was chaired alternately by Tom Hooper and Fiona Grant. From March 1998 the group met every month (turning itself first into the Institute Steering Group, then into the Council of the Tourist Guiding Foundation and finally into the Board of Trustees of the Institute) until the elections at the first AGM of the Institute in November 2002. Between March 1998 and November 2004 when we stepped down as Past Presidents of the Institute, Tom and Fiona each missed only 2 monthly meetings.

We believed an Institute would be the most appropriate vehicle for what we sought to achieve and began to research how other Institutes functioned and what approvals would be required. (The word 'Institute' is a protected word, which can only be used if certain conditions are met, including recommendation to the then DTI from the relevant Government department – in our case DCMS.)

From our earliest discussions with DCMS it was clear that an Institute would be required not only to embrace national standards but also to create a career structure in our profession, incorporating, for example, those doing walking tours, fixed route open top bus or river boat tours and site guides.



We were keen not to create an organisation which would be in competition with the existing professional guiding associations. It was for that reason that the initial proposal was not to have individual membership but to have just two subscribers: the Guild and APTG. The first M&A were drafted by MSF's lawyers (including a barrister paid by MSF).

Consultation with guides and with the industry were ongoing. More than 300 BBGs made a pledge of one day's guiding fee towards the launch of the Institute. (These pledges were, happily, never called in.) We built up an extensive portfolio of letters of support from across the industry, nationwide, and we established a Consultative Council, which consisted of key players across the industry nationwide, including academics, sites, users of guide services, politicians, representatives of central and local government, Tourism Society, TTENTO and BTA. The Consultative Council met only once a year, but its members were hugely supportive and offered invaluable counsel on an individual basis. Two of the academics, for example, both advised on the structure and served on the Institute's Qualifications Board – one of these still does, fourteen years later. A list of Consultative Council members is shown in appendix 2.

During 1998 there was a review of the NVQ Standards in which Sandra Jack and Fiona Grant took part. Meanwhile Katrine again used her own money to commission a consultant to map the London BB qualification against the NVQ level 4, as a result of which the London BB was entered on the National Qualifications Map. This demolished the ETC's argument that the BB qualification was at a lower level.

City and Guilds and RSA were both interested in instigating NVQ guiding courses and some of the RTBs (encouraged by ETB) indicated that they would go that route. We were therefore concerned about the effect of candidates with a (lesser) NVQ qualification being awarded the Blue or Green Badge by their tourist board. We ensured that our NVQ assessors would be considered for any courses and, more generally, explored ways in which the award could be made jointly, in order to maintain uniformity of standards. There was a memorable meeting with City and Guilds at which Katrine and Fiona were treated to a comparison of BBGs taking their qualification with washers-up in a restaurant! One of so many meetings which had to be followed by a stiff drink! Meetings were also held with the Qualifications and Curriculum Authority (QCA) regarding the Institute acquiring awarding body status and the (substantial) costs involved in being approved.

Negotiation continued with TTENTO, ETB and the RTBs.

In early 1999 we were ready to draft the Business Plan, a hefty document, with numerous appendices, which was submitted to DCMS, along with the proposal. We had developed a strong relationship with the Head of Tourism at DCMS and on 24 March 1999 Katrine, Tom and Fiona met with her and her DCMS team, full of optimism that we were almost there. We were shattered to have the proposal rejected out of hand. No clear reasons were given, though they insisted it must be national and must cover all levels – which the original plan was and did.....In retrospect it was clear that the proposal had been sabotaged by the Training Director of ETB, who misconstrued the proposals as being a takeover by BBGs aiming for a monopoly situation with regard to training. He wanted the national NVQ awarding bodies (RSA and City and Guilds) to be responsible for guide training standards and not BBGs.



The proposal was also opposed by the CEO (an LTB board member) of one of the companies using its own driver guides. These guides were employed by their companies, trained by them and were awarded a plastic badge by LTB following a brief assessment. LTB's original aim in agreeing to the qualification, many years previously, was that it should be a stepping stone to the Blue Badge qualification but that was soon forgotten and, by 1999, very few of the 'plastic badge' driver guides did progress to the BB. Since this qualification was only level 3, it was clear that the holders would not be eligible for full membership. The companies (with their own vested interests, of course) were therefore implacably opposed to BBGs taking charge of the profession.

Looking back, it is interesting to see that, in spite of the proposal being unceremoniously thrown out, the aims and objectives and need for an Institute, which were laid out in the original submission, remain virtually unchanged, with the exception of training, which, we discovered, had to be provided by independent training providers and accredited by the Institute. The aims and objectives were as follows:

Principal aims and objectives of the Institute of Tourist Guiding

1. To create high, uniform standards of tourist guiding across the country to ensure that increasingly high visitor expectations are met
2. To provide professional examinations
3. To provide and/or endorse training for tourist guides and others with related skills
4. To provide for registration, membership and for a code of professional practice

The need for the Institute of Tourist Guiding

1. Variation in standards across the country. Currently standards of tourist guide training in London and a few other areas are excellent but there is large variation in standards of provision in some regions. Creation of a national professional standards body will ensure best practice throughout the country.
2. Current lack of training provision by experienced professionals in related fields. The Institute will provide or endorse courses and qualifications for local walking tours, river boat and open top bus commentary, historic houses and other related areas.
3. Recognition of tourist guiding as a profession, fifty years after the first London tourist guiding course was run to provide guides for the Festival of Britain.

But we soldiered on. In April 1999 LTB closed its tourist guiding department, increasing the sense of urgency. In September 1999 the first course was accredited – the London Blue Badge. (Another example of Katrine funding the process – the accreditation fee was paid from the candidates' fees paid to her as Course Director.)

Much of the persuasion of key industry figures was done via ETC Forum meetings and, particularly, Tourism Society meetings. Regular attendance at these meetings enabled successful networking. In November 1999 this also led, indirectly, to BBGs winning the Tourism Society's annual award for their exceptional contribution to the development of tourism in the UK. The citation read as follows:

'The Blue Badge guides of Britain who, in their unofficial but pivotal role as the country's tourism ambassadors, raise the status of Britain in the eyes of some 4 million of its visitors each year - to



the extent that many are inspired to repeat the experience time and again...The standards they have set are recognised internationally and provide a model for guide training world-wide. Blue Badge guides add inestimable value to the British tourism product and are one of its major and undisputed assets.'

Also in 1999 Katrine was awarded the OBE for services for tourist guiding.

Now that LTB's guide department was closed, we knew we had to assume responsibility for the annual registration of London BBGs in 2000. (Until then LTB had charged its BBGs an annual registration fee.) At the beginning of February 2000 LTB offered us a desk in their office and we engaged our first employee, Harry Meade. We also established a company limited by guarantee, with the Chairmen of APTG and the Guild as the two subscribers, to undertake registration and to continue the work to establish the Institute.

Thus, on 9 March 2000 The Tourist Guiding Foundation was set up. Its first meeting was on 16 March 2000. Financial systems and controls were put in place by Honorary Treasurer Alan Cross. We recognised that an important source of funding would be sponsorship and advertising, which Fiona set about raising. Peter Conway took over this task highly effectively from 2004.

On 30 March 2000 APTG and the Guild organised a national consultation meeting for BBGs to discuss the latest proposals. It was held at Friends Meeting House in London under an independent chairman. This was a particularly acrimonious meeting at which the steering group were subjected to vicious personal attack by a small group of guides, who had misunderstood the proposals and who had been lobbying ETB against them. It transpired that, in an utterly unethical move, the ETB Training Director had sent them a copy of a letter sent to TGF days before the meeting – presumably hoping that they could assist him in scuppering the proposals. (The letter, yet again, misconstrued the aims and objectives of the proposal.)

The chief complaint of this small group of guides was that BBGs could not be trusted to run the profession - that the steering group were 'lining their pockets' and that the proposals would lead to them making even more money. It was hard to believe that such a distortion of reality could even be contemplated, bearing in mind that at least one member of the steering group had virtually given up guiding in order to commit full time to taking forward the proposals, Katrine had been personally funding some of our work and all of us on the group had given up jobs on many occasions in order to attend meetings and work on the project. There were also questions about the need to use of a company limited by guarantee, which, we were able to explain was the normal vehicle for an Institute – and one which would protect the interests of all concerned.

However, the most important outcome of the 'Friends' meeting (what a misnomer!) was the decision to abandon the idea of having only two subscribers (the Guild and APTG) and, instead, to have one member one vote. (This had been rejected initially by the steering group because it was feared it might be more of a threat to the associations but it had clear democratic advantages.)



Further negotiation with ETB (now ETC) and TTENTO continued throughout the summer. Thanks to pressure we brought to bear on the Chairman, ETC brought its CEO into the negotiations and finally recognised that they had to negotiate with the Steering Group (representing the guide associations). Rather more light than heat was thrown on the discussions as a result, but that CEO left almost immediately afterwards.

On the academic front Katrine led continuing work on the development of criteria for the three levels with which the Institute would be involved: level 4 (Blue Badge), level 3 (Green or city badge) and level 2 (fixed route commentaries e.g. open tops, river boats, sites etc). We also worked on equivalences and discussed with 3 universities the possibility of equating Institute levels with CATS or their European version, ECTS. Meanwhile we agreed that, notwithstanding the variation in standards across the country, existing practitioners would be granted grandparent rights for 2 years.

During this period also, Richard Skinner and Tom Hooper were extensively involved in negotiations with BSI and CEN (the British and European Standards bodies), especially regarding definitions of 'tourist guide' and 'tour manager'.

In September 2000 the new CEO of ETC indicated that she wished to call an industry-wide meeting to discuss the proposals. After initial resistance from ETC, it was agreed that the meeting be called jointly by ETC and TGF. The meeting was well attended by RTB directors, NITB director, an independent training provider, a driver guide company, an open top bus company and users of guide services as well as guides both from TGF (Katrine, Tom and Fiona) and from STGA (Ros Newlands). It was clear that the person most out of step by this time was the new CEO of ETC, who seemed to have relied on the briefing from ETC's Training Director.

At the end of a long meeting ETC proposed the establishment of a working party, with ETC funding, under the chairmanship of Professor Ludwik Finkelstein. As an example of ETC's continuing antagonism, TGF had to fight to be allocated two places on the working party (for Tom and Fiona). Setting up yet another group to work on the proposals felt like a kick in the teeth and we were concerned about whether or not the chairman would want or be able to grasp what we were about. Finkelstein had no tourism background but had been instrumental in setting up the Institute of Measurement and Control. He was a distinguished academic and former Vice Chancellor of City University. Hallelujah! For the first time in more than 3 years we were able to deal with someone who actually read the documents he was sent. He immediately saw the merit in our proposal and made the case with admirable clarity to the few tourist boards that were still uncertain. He knew what hoops we had to jump through to get approval, he advised on the minefield of how to separate the various functions of accrediting, training, examining and awarding – and more generally on the structure of the organisation. With his help, we refined the criteria for governance and structure, accreditation, standards and grandparent rights, as well as finalising the business plan. After 6 meetings between October and February he was ready to recommend to the ETC/TGF forum that the proposals be approved. This happened on 27 March 2001.

From April to October 2001 we undertook a nationwide consultation, funded by ETC, with guides and the industry on the proposals, Professor Finkelstein travelled the country



with Tom and Fiona to chair meetings. Eight open consultation meetings were held - in Birmingham, Cambridge, City of London, Exeter, Guildford, London, Manchester and York. Practitioners and interested parties from the whole sector were invited, including sites, museums, cathedrals, walking tours, open tops, river boats etc. In addition, meetings were held with the APTG and Guild Councils (jointly, twice), the chairmen of regional guide associations, the Guild UK committee, the Board of the Scottish Tourist Guides Association in Edinburgh, driver guides and trainers. There was correspondence with individuals, associations and organisations.

As far as the industry was concerned, the ETC/TGF Working Party represented a wide cross-section of the industry nationwide. Discussions were held with Regional Tourist Board Directors and with Wales, Jersey and NI Tourist Boards. The first annual meeting of TGF's Consultative Council, held in the Board Room in Tate Britain, also demonstrated unanimous support.

In spite of the approval, there were, however, continuing problems with the RTBs. Southern Tourist Board received income from training and registering BBGs and was reluctant to give up this source of funding; EETB thought the project irrelevant for its mainly part time and/or volunteer guides; NWTB remained wedded to NVQs and was reluctant to accept the official mapping of BB. Questions were raised about the viability of the business plan and the subscriptions that guides working less than full time would be required to pay. LTB, however, transferred the trademark of the London BB to TGF in October 2001 and we had wholehearted support also from South West Tourist Board. LTB was abolished in late 2001, causing TGF to find its own independent offices.

Meanwhile, more courses were accredited and examinations run. Jenny Oulton became Examinations Manager. There were Blue Badge courses in London, Heart of England, Cumbria, Jersey, Wales and the level 3 course in the City of London. A review was undertaken of all past courses, nationwide, to assess their level for membership purposes. Richard Skinner led the review of the language testing process.

In the autumn of 2001 the Training Director of ETC finally left (having been sidelined in the discussions for the last year) and in November 2001 the Chairman of ETC wrote to the Minister for Tourism recommending that DCMS should approve the proposals. In January 2002 the draft submission was made to DTI and was given provisional approval. The M&A were then drafted, as well as the code of conduct and disciplinary procedures. A logo was designed by steering group member, Michael Kennedy, and designs were approved for stationery, certificates, registration cards, promotional material etc. Finally, in March, the DTI approved the application and on 19 March 2002 the first meeting of the Institute's Directors took place. We celebrated the launch of the Institute of Tourist Guiding in April 2002 at a splendid reception, hosted by the Minister of Tourism, Kim Howells, and sponsored by ETC, in the Palace of Westminster, at which, with considerable pride, Professor Finkelstein accepted the role of Companion of the new Institute.

Just days after the launch party in the Palace of Westminster Katrine was hospitalised due to a serious escalation of her leukaemia condition. Chemotherapy and a bone marrow transplant followed. But, although from then on she was largely confined to her house in London or her cottage in Norfolk, she continued to work tirelessly for the Institute,



ensuring that our developing policy, strategy and systems remained on track and trying in particular to act as catalyst for courses at all levels, including Blue Badge courses in York and the South West. She passed away on 10 September 2004, just weeks before she was expected to be elected President of the Institute that she had been so instrumental in founding.

Although the M&A had been drafted using a standard format previously used for a charity, in April 2002 the Charity Commission rejected the application for charitable status because it considered the Institute to be a professional body rather than being for vocational training. It was also concerned that, the tourist guide profession being as small as it is, there might be occasions when a Board member/trustee would be paid a fee – for example for examining.

Also in April 2002 we agreed an accord between the Institute and STGA, who had been supportive throughout the establishment process. A meeting between the two organisations to review the accord each year was part of the agreement. Other legalities at that time included the drafting of the Bye laws.

One might have thought that, with establishment of the Institute, our troubles would be over with regard to the tourist boards. However, some of the agreements regarding the award of the Blue and Green badges still required laborious negotiation by Tom and Fiona. Several tourist boards demanded substantial sums for ownership of the badges... But eventually agreements were reached with all eleven remaining tourist boards (LTB having already been abolished), transferring ownership of the Blue and Green Badges to the Institute – for £1 per tourist board. Throughout the 4-year process we had good support (at least most of the time!) from SWTB, SEETB and LTB.

On the academic front, under Katrine's leadership, the first Examiners' Workshops were held, along with a Train the Trainers course. There was discussion with Universities and Colleges regarding delivery of courses as well as possible partnership deals involving the development of distance learning. The Board was keen to reduce the price of BB training, which has historically been a problem. Distance learning for the core knowledge could help and, to that end, pending development of a more sophisticated distance learning module, Michael Kennedy and Sally Empson produced and edited a CD Rom.

We were keen to involve major organisations such as the National Trust and English Heritage, cathedrals and other sites that used their own guides. Representatives were invited on to the Consultative Council and discussions continued regarding accreditation, the provision of communications seminars by Institute-accredited trainers etc.

By agreement with the Guild and APTG and in the interests of continuity, the original steering group members had continued as trustees of the Institute until the first AGM, which was held in the BP Lecture Theatre at The British Museum in Nov 2002. Half of the Board stood down in that year to give opportunities to others who wished to contribute. Tom and Fiona were elected as Joint Presidents for the first full year of the Institute's operation.



2003 saw a professional redesign of the logo and the design of Institute Blue and Green badges. The website, developed by Institute Administrator, Mark Clark went live. Licensing agreements were drafted for the use of the image of Blue and/or Green badges by associations, users of guide services and other interested parties.

In April 2003 the first Institute directory was published and Institute registration cards were made for all Members.

In 2003 the tourist boards were abolished. Regional Development Agencies (RDAs) took over some of their functions but in some regions, such as Heart of England, the emphasis of the RDA was almost wholly on industrial development to the exclusion of anything to do with tourism. We had a whole new set of organisations to deal with, which Fiona took on, in the hope of raising funding for guide training courses. In particular, detailed negotiations were held with the London Development Authority (LDA) regarding a 3-year project, involving substantial funding for level 2 courses for riverboats and open tops; seminars to persuade visitor managers about the benefits of communication techniques for level 2 site guides; level 4 CPD on, for example, Banglatown; Islam; Brixton; Docklands/E End. The proposal had been enthusiastically received by the Head of Tourism but was finally thrown out by the LDA because their consultant claimed there should be only one guiding organisation. It all went to show that, even after all we had been through, there were still misunderstandings regarding the Institute's role and remit.

In November 2003 Elizabeth Keatinge was elected President and in November 2004 Tom and Fiona stepped down as Past Presidents. We continue to serve on the Finance and Legal Committee, as does Elizabeth. Tom devoted his energies to FEG as Treasurer and Chairman (2002 - 2010). Until 2009 Fiona continued to run the Institute's CPD programme of high profile lectures and courses, which she had gradually taken over from Katrine during Katrine's illness. Fiona, Tom and Richard Skinner continue to organise the Institute's annual Katrine Prince Memorial Lectures, the first of which was held in March 2005 in Portcullis House, by kind permission of Parliament.

In 2004 Tom and Fiona were awarded the MBE for services to tourism and in 2006 Elizabeth Keatinge was also awarded the MBE.

Between 2005 and 2008 there were extensive negotiations with the industry and with Europe to draft the European Standard for tourist guide training. Tom was UK Lead Expert and Ros Newlands (Course Director for STGA) was also a UK expert, tasked by the BSI (British Standards Institution) Tourist Guide Training Committee with the negotiations at CEN in Europe. The BSI committee, for which the Institute (Fiona) provided the Secretariat, was chaired by Mary Lynch, ex CEO of ETC but by now a strong supporter of the Institute and member of its Consultative Council.

In 2008, thanks to Elizabeth Keatinge's hard work, the trade mark of the London Blue Badge was renewed and other Blue and Green Badges were newly trademarked. Other important milestones since 2004 are not recorded here but, suffice it to say, that all those who have dedicated their skill, time and energy to the continuing development of the Institute since then deserve our wholehearted gratitude and support.



Throughout the development process we took care to involve tourist guides across the country. Nothing would have been achieved without the contribution of so very many willing colleagues.

One of the undoubted spin-offs of setting up the Institute was the raising of the profile and status of tourist guiding in the industry nationwide. For the first time close contacts were made and maintained at the highest level of the bodies working in our sector. From the start we realised that our first task was to convince those with whom we dealt that we had the business skills and experience to run our profession. (It is a nice irony that the Director of Heart of England Tourist Board, who started his initial meeting with Tom and Fiona with clear disdain for mere tourist guides, now holds the CEO position that Fiona held before becoming a BBG!) The former director of EETB, brought in to chair the consultation meeting in Cambridge because Professor Finkelstein couldn't be there, gave us a particularly rough ride but, within the first twenty minutes of our presentation, was clearly convinced by our proposals and ended the meeting saying to all present, 'put not your trust in tourist boards'. How right he was.

Writing this has reminded us of the Herculean task we took on but leaves us with a sense of pride that today tourist guides hold their profession in their own hands. The tourist boards are long gone, RSA and City and Guilds have had a chequered history and, in a number of areas (particularly where knowledge is a key factor), NVQs have been discredited. Our qualifications might have been comprehensively downgraded – if indeed they still existed. Who knows who might own our Blue or Green Badges now? As it is, the standards of our hard-won qualifications are secure. The establishment of the Institute is without doubt the most significant joint achievement of the Guild and APTG to date.

Fiona Grant and Tom Hooper
14.02.13



Appendix 1

Members of the Millennium Group/Institute Steering Group/Tourist Guiding Foundation Council

*Alan Cross, *Wendy Devlin, *Sally Empson, Nicola Godfrey-Evans, Fiona Grant, Tom Hooper, Rosalind Hutchinson, Sandra Jack, Elizabeth Keatinge, Michael Kennedy, Jenny Oulton, *Richard Palmer, Katrine Prince, Richard Skinner and *Sheila Tames

*not all for the whole period from March 1998 – March 2002.

Appendix 2

CONSULTATIVE COUNCIL (as at January 2003)

Central Government

- Simon Broadley, Head of Tourism Division, DCMS
- Nominee from DfEE

Tourist Boards

- Malcolm Bell, Director, South West Tourism
- Sue Garland, former Deputy Chief Executive, British Tourist Authority
- Paul Hopper, Managing Director London Tourist Board
- Elizabeth Jeffreys, Chief Executive Jersey Tourism
- David Roulston, Northern Ireland Tourist Board

Local Government

- The Rt Hon The Lord Bassam of Brighton, former Leader of Brighton & Hove Council
- Councillor John Price, Vice Chairman Local Government Association
Tourism Executive, Chester City Councillor

Professional/Academic/Educational

- Prof. David Airey, Professor of Tourism Management, Surrey University
- Caroline Horrigan, Chief Executive, Travel, Tourism and Events NTO
- Prof. Laura Lepschy, Professor of Italian and Head of Italian Department, University College London
- Prof. Victor Middleton, Visiting Professor and Independent Management Consultant
- David Wears, Chief Executive, Cultural Heritage NTO

Religious Bodies

- The Revd Canon John Halliburton, St Paul's Cathedral
- The Revd Canon Martin Kitchen, Durham Cathedral

Site and visitor attractions

- Wayne Casey, Head of Operations, English Heritage
- Jeff Cowton, Curator, Wordsworth Trust



- Professor Peter Lasko, Trustee, British Museum and former Director, Courtauld Institute
- John Reeve, Head of Education, British Museum
- Paul Simons, Head of Economic Development & Tourism, Bath & North West Somerset and Project Director, Bath Spa
- Simon Wilson, former Communications Curator, Tate

Tour and Coach Operators

- Colin Algate, Managing Director, Globus (Tourwise of London Ltd)
- Minna Cutler, BITOA representative and Managing Director, Scancoming
- Wendy Moffatt, Managing Director, Spectra Travel England Ltd
- Andrew Pagan, Managing Director, Cavalier Travel