

Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **WOODWARD, Simon Charles**

Desired employment / Occupational field

Senior Research Fellow

Work experience

Dates	November 2008 - present
Occupation or position held	Senior Research Fellow
Main activities and responsibilities	Consultancy, teaching, research
Name and address of employer	Leeds Metropolitan University, Headingley Campus, Leeds, LS6 3QQ, UK
Type of business or sector	Higher Education
Dates	July 1996 – October 2008
Occupation or position held	Director, Principal Tourism Consultant
Main activities and responsibilities	Consultancy for tourism and heritage sectors
Name and address of employer	PLB Consulting Ltd, Dovecote Stables, Swinton, Malton, YO17 6QR, North Yorkshire, UK
Type of business or sector	Consultancy
Dates	March 1992 – July 1996
Occupation or position held	Senior Tourism Consultant
Main activities and responsibilities	Consultancy
Name and address of employer	ASH Consulting Group, 15-21 Cumbrae House, Carlton Court, Glasgow, G5 9JP, Scotland
Type of business or sector	Consultancy
Dates	March 1991 – March 1992
Occupation or position held	Senior Consultant
Main activities and responsibilities	Consultancy
Name and address of employer	Frontline Management Consultants, 6 Gladstone Place, Stirling, FK8 2NN, Scotland, UK
Type of business or sector	Consultancy
Dates	January 1990 – March 1991
Occupation or position held	Consultant
Main activities and responsibilities	Consultancy
Name and address of employer	Coopers & Lybrand Deloitte, George Street, Edinburgh, EH2 3DF, Scotland, UK
Type of business or sector	Consultancy

Dates April 1988 – December 1989
 Occupation or position held Senior Researcher
 Main activities and responsibilities Consultancy, research
 Name and address of employer Centre for Leisure Research, Moray House College, Cramond, Edinburgh, EH4 6JE Scotland, UK
 Type of business or sector Higher Education

Education and training

Dates October 2009 – September 2010
 Title of qualification awarded Postgraduate Certificate in Higher Education
 Principal subjects/occupational skills covered Teaching skills for higher education, innovation in higher education
 Name and type of organisation providing education and training Leeds Metropolitan University
 Level in national or international classification Pass

Dates January 1985 - December 1989
 Title of qualification awarded PhD
 Principal subjects/occupational skills covered Recreational Geography. Thesis title: 'The Phenomenon of Urban Vacant Land in Stoke-on-Trent'
 Name and type of organisation providing education and training North Staffordshire Polytechnic

Dates October 1982 – September 1983
 Title of qualification awarded Postgraduate Diploma in Leisure & Recreation Practice
 Principal subjects/occupational skills covered Leisure management, Leisure Planning, Countryside Management, Sports and Disability, Human Resource Management
 Name and type of organisation providing education and training Dunfermline College of Physical Education
 Level in national or international classification Distinction

Dates October 1979 – June 1982
 Title of qualification awarded BA (Hons) Geography with Economics
 Principal subjects/occupational skills covered Human Geography, Historical Geography, Research Methods, Economic Geography, Polar Geography, Surveying and Cartography, Ecology, Macro-Economics, Micro-Economics
 Name and type of organisation providing education and training Cambridgeshire College of Arts & Technology
 Level in national or international classification 2.1 (Upper Second Class)

Personal skills and competences

Mother tongue(s) **English**

Other language(s)

Self-assessment

European level ()*

French

German

Finnish

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
B1	Independent user	B2	Independent use	B2	Independent use	B2	Independent use	B1	Independent use
B1	Independent use	B1	Independent use	B1	Independent use	B1	Independent use	B1	Independent use
A1	Basic user	A1	Basic user	A1	Basic user	A1	Basic user	A1	Basic user

(*) [Common European Framework of Reference for Languages](http://www.cedefop.europa.eu/en/files/quest_doc/2008/081001en0100.pdf)

Social skills and competences	More than 20 years in leading consultancy teams has enabled me to be personable, a good listener, raconteur and able to put colleagues at their ease in most situations. I can be authoritative when required and can command respect from an audience when needed, a skill gained from sitting for more than 10 years on national and international heritage organisation committees . Working in many parts of the Middle East, Africa and across Europe means I adapt well to new situations and am very comfortable in multi-cultural environments.
Organisational skills and competences	Have managed teams of up to 10 senior professionals on consultancy contracts valued up to US\$1.5 million. Pride myself in delivering projects on time and within or under budget wherever possible. Effective project planner and able to delegate tasks where needed. Spent some 12 years as director of one of the UK's highest profile consultancies in the heritage and tourism sector, growing the business from 4 to 18 staff, experience which demonstrates my ability to achieve business-oriented goals.
Technical skills and competences	More than 20 years' experience of strategic planning and forward planning for the tourism and heritage sectors, as well as major expertise in undertaking programme reviews, project appraisals, feasibility studies, economic impact analyses and business planning. Particular expertise in helping communities evaluate their heritage and to develop and manage it responsibly for tourism.. Accomplished public speaker
Computer skills and competences	Proficient in MS Word™, Excel™, PowerPoint™ - IT skills initially gained through typing up my own PhD thesis in 1988-89 then over 20 years of report writing for clients. Have attended occasional refresher courses run by my employers
Artistic skills and competences	Former member of the National Youth Theatre of Great Britain.
Other skills and competences	Have sat on Boards and Management Committees of a number of organisations including Tourism Concern, The International Tourism Society, ICOMOS-UK Cultural Tourism Committee, ICOMOS International Tourism Committee, Dean's Committee (Durham Cathedral), Landscape Research Centre (Trustee)
Driving licence	Full driving licence for groups B, BE, C1, C1E, D1, D1E, f, k, l, n, p
Additional information	Testimonials and references can be provided on request.
Annexes	Annexe 1: Consultancy assignments 1984 – 2011 Annexe 2: List of publications Annexe 3: List of conference presentations Annexe 4: Other professional activities

Annexe 1: Consultancy Assignments 1984 – 2011

Country	Dates	Tasks
Bahrain	1996	Preparation of overview of environmental issues affecting the growth of tourism
Belgium	2009	Led workshop on role of cultural tourism in stimulating local economic development for international students at the Catholic University of Leuven
Botswana	1995	Fact finding mission reviewing approaches to community involvement in tourism development
Brazil	2002	Scoping mission on behalf of Trade Partners UK, to investigate consultancy opportunities in the cultural heritage and tourism sectors
China	2009	Workshop leader for a Getty Conservation Institute workshop on cultural heritage site management at Mogao Caves WHS
Dubai	1997	Assessment of sustainable tourism opportunities for a major resort development at Hatta in the Hajar Mountains
Egypt	1998	Review of environmental issues associated with the development of major 5 star resort at the Red Sea
Egypt	1998	Feasibility study and market review for a 4 star resort on the Red Sea, for EU-PSDP
Egypt	2007-8	Cultural Heritage Specialist, National Tourism Strategy for the Arab Republic of Egypt
Egypt	2011	Overview of links between traditional handicrafts sector and package tourism destinations
Egypt	2007-8	Assisted UNWTO prepare funding application for a Pro-Poor community tourism project in Dahshur in the Nile valley
Finland	1984	Review of funding and organisation of sport and leisure provision
Gambia	2011	Economic impact assessment of the traditional handicrafts centre and assessment of potential to increase links between tourism and craft worker livelihoods
Hungary	2002	Workshop on developing audiences for the cultural heritage sector, on behalf of the British Council
India	2009	Advisor on visitor management techniques to a team preparing a Masterplan for Sirpur archaeological site
Kenya	1997	Participant in Kenya Wildlife Service/International Ecotourism Society task force reviewing opportunities for stimulating community-based tourism in rural areas of Kenya
Latvia	2002	Led seminar on opportunities in the ecotourism sector, on behalf of Trade Partners UK and the Latvian Ecotourism Agency
Lesotho	2008-9	Pre-feasibility study for a long-distance hiking trail – the King Moshoeshoe Trail – for UNWTO
Morocco	2011	Overview of links between traditional handicrafts sector and package tourism destinations
Morocco	2008-9	Cultural heritage inputs into a masterplan for restoring part of the historic downtown area of Fez
Namibia	1996	Advice to community association promoting cultural heritage tourism
Poland	2010	Review of nature tourism promotion and management in National Parks
Saudi Arabia	2001	Leader of team assessing the socio-cultural impacts of tourism on Saudi society, and evaluating the socio-economic factors constraining the growth of domestic and international tourism in the Kingdom
Saudi Arabia	2001	Leader of team reviewing the tourism potential of the Kingdom's cultural heritage assets, as part of the national tourism plan
Saudi Arabia	2002	Preparation of management plans for three cultural heritage destinations including the potential World Heritage Site of Mada'in Saleh
Saudi Arabia	2003	Cultural heritage & ecotourism specialist on team preparing tourism strategy for Al Madinah al-Munawwarrah Province
Saudi Arabia	2003	Cultural heritage & ecotourism specialist on team preparing tourism strategy for Aseer Province
Saudi Arabia	2003-4	Cultural heritage & ecotourism specialist on team preparing tourism strategy for Jizan Province
Saudi Arabia	2004	Cultural heritage & ecotourism specialist on team preparing tourism strategy for Qassim Province
Saudi Arabia	2004	Cultural heritage & ecotourism specialist on team preparing tourism strategy for Al Jouf Province
Saudi Arabia	2005	Cultural heritage and ecotourism specialist on team preparing tourism strategy for Najran Province
Saudi Arabia	2005	Cultural heritage and ecotourism specialist on team preparing tourism strategy for Northern Borders Province
Saudi Arabia	2006-8	Team Leader, Masterplanning project for four historic Red Sea Towns (Yanbu Al Bahr, Umluj, Al Wajh & Duba)
Saudi Arabia	2009	Training workshop on developing and managing cultural tourism, Al Ahsa
Saudi Arabia	2010	Strategic advice on involvement of private sector in managing heritage sites within the Kingdom
Saudi Arabia	2010	Prepared nomination documentation putting forward a heritage project for an international cultural award
South Africa	1995	Feasibility study for a holiday village/eco-resort in the Ndubazi forest in rural Mpumalanga
South Africa	1997	Preparation of a sustainable tourism development strategy for Zwartkop in the Kromdraai Conservancy, Gauteng, SA, next to the proposed Cradle of Humankind World Heritage Site
South Africa	1997	Development review for the National Zoological Garden, Pretoria's Game Breeding Centre in Potgietersrus
South Africa	1997	Marketing strategy for tourism attracting those interested in the Boer War centenary celebrations
South Africa	1998	Organiser of a DTI trade mission exploring investment opportunities in South Africa for UK tourism and leisure companies
South Africa	1998	Review of international adventure tourism, eco-tourism and cultural tourism markets, to advise preparation of national tourism strategy
South Africa	2000	Review of cultural heritage and landscape conservation issues as part of the development study for Robben Island World Heritage Site

Country	Dates	Tasks
South Africa	2003	Interpretive planning for a major new museum at Cradle of Humankind World Heritage Site
Sri Lanka	2000	Advisor to Ministries of Culture, Environment and Tourism on site masterplanning for natural and cultural heritage areas, as part of TIES ecotourism planning programme
Sweden	1999	Special advisor on community-based tourism to a rural tourism development initiative in South West Sweden
Sweden	2000	Advisor to EU-funded "Big Lakes" programme promoting the development of sustainable rural tourism in lake regions of Sweden
Sweden	2001	Consultancy assignment reviewing prospects for linking local food producers and processors with the hospitality sector in the West of Sweden
Tunisia	2011	Overview of links between traditional handicrafts sector and package tourism destinations
UK	1994	Management plan for Hadrian's Wall World Heritage Site
UK	1995	Feasibility study for the Green Business Tourism Scheme
UK	1995	Management plan for the Cairngorm Ski Area
UK	1996	Development review for a stately home and parkland landscape on the fringes of Glasgow, Scotland
UK	1997	Feasibility study for a rural arts venue at a converted stately home in Northumberland
UK	1998	Review of public access to more than 300 industrial heritage sites and monuments in the UK
UK	1999	Business plan for Scottish Fisheries Museum
UK	1999	Business plan for Scottish Mining Museum
UK	1999	Business plan for Scottish Maritime Museum
UK	2000	Identification of boundaries for the new South Downs National Park, for Countryside Agency
UK	2001	Assessment of opportunities for combating social exclusion in the heritage sector, to advise future UK public policy in this area
UK	2002	Review of relationships between tourism development and transportation policy in the North of England, for Government Office North East
UK	2002	Strategic review of Fife museums service
UK	2002	Management plan for Causeway Coast AONB and Giant's Causeway WHS
UK	2002	Investment review for Lincoln's historic quarter
UK	2003	Review of available data on audiences for museums, archives & libraries on behalf of Resource, to advise future government policy on cultural issues
UK	2003	Management plan for Westminster World Heritage Site
UK	2003	Tourism strategy for Durham Heritage Coast
UK	2003	Visioning exercise for Kielder Reservoir & Forest Park
UK	2004	Tourism strategy for County Durham
UK	2004	Market appraisal for Geevor Tin Mine, West Cornwall
UK	2004	Masterplan for Furness Abbey, Cumbria
UK	2004	Visitor management plan for Liverpool World Heritage Site
UK	2004	Tourism and economic development strategy for Loch Lomond National Park
UK	2004	Conservation plan and management plan for Thwaite Mills, Leeds
UK	2005	Feasibility study and business plan for environmental education centre for the Sussex Wildlife Trust
UK	2005	Audience development plan and business plan for the Lit & Phil Society, Newcastle-upon-Tyne
UK	2005	Audience development plan and access plan for the Watts Gallery
UK	2005	Economic impact assessment for the INSPIRE public art project
UK	2006	Business plan supporting the conservation management plan for the Barbican Estate, London
UK	2006	Forward plan for Mansfield Museums Service
UK	2006	Operational review and development strategy for Chirk Castle, Wales
UK	2006	Strategy for the development of outdoor activity across North Yorkshire
UK	2006	Market study for the Royal Palace project, Stirling Castle
UK	2007	Business plan for Rutland County Museums Service
UK	2007	Market demand study for Bridlington Marina
UK	2007	Conservation management plan for the Castle Howard Estate, North Yorkshire
UK	2007	Development strategy for Flag Fen Bronze Age site
UK	2007	Review of income generation potential for Lancashire County Museums Service
UK	2007	Training and mentoring support for community museums in East Yorkshire
UK	2008	Development strategy & business plan for Chedham's Yard – 19 th century wheelwright's workshop
UK	2008	Training and mentoring support for community museums in West Yorkshire
UK	2008	Socio-economic impact study of a proposed nature reserve in West Yorkshire
UK	2008	Business plan for Scottish Maritime Museum
UK	2008	Recreation & access strategy for North York Moors National Park
UK	2008	Regeneration strategy for a traditional coastal tourist resort
UK	2009	Training and mentoring support to community museums in North Yorkshire
UK	2009	Business plan for a new performance pavilion in Knaresborough

<i>Country</i>	<i>Dates</i>	<i>Tasks</i>
UK	2009	Review of the added value (economic and visitor experience) of the AD122 Hadrian's Wall bus service
UK	2010	Economic impact assessment of wildlife tourism in East Yorkshire
UK	2010	Business plan for an outdoor centre in the Yorkshire Dales
UK	2010	Business plan for the Scottish Fisheries Museum
UK	2010	Review of alternative energy sources for a tourism SME based in the Yorkshire Dales
UK	2009/11	Project managed 18 month programme delivering cycle tourism in Northumberland
UK	2010/11	Research project investigating strategies for changing consumers' buying patterns for responsible holidays (with Virgin Holidays)
Global	2011/12	Major survey of attitudes towards CSR by 1,100 companies in the global meetings and conferences sector, for MPI

Annexe 2: List of Publications

Funding for sport and leisure in Finland Momentum, Summer 1985

The Informal Use of Urban Vacant Land in Stoke on Trent In Brown, B.J.H (ed) (1987) Leisure and the Environment. Eastbourne: LSA pp217 - 224

Is Vacant Urban Land really Vacant? The Planner January 1988 Vol 74 No 1 pp14

School Visits to "Gold of the Pharaohs" Scottish Museum News Autumn 1989 pp3 – 5

Lucky Dip Leisure Management Number 6, 1990 pp36 – 39

That's Entertainment Leisure Management Number 7, 1991, pp48 - 51

The Role of the Environmental Professional in Sustainable Development The Environment Papers May 1997 No 2, pp20-36

'Happy Holidays' Parliamentary Review June 1997 p70

Improving the Environmental Performance of Scotland's Hospitality Sector Managing Leisure Apr 1997 Vol 1 No 2 pp94 – 109 (with J Wallis)

Faith and Tourism: Planning Tourism in Relation to Places of Worship Tourism & Hospitality Planning & Development Aug 2004 Vol 1 No 2 pp173 - 186

A railway 'route' as a linear heritage attraction: the Hijaz Railway in the Kingdom of Saudi Arabia Journal of Heritage Tourism. 2008 Vol 3 No 3 pp159-175 (with A Orbasli)

Heritage Tourism and Historic Preservation. In T. Jamal & M. Robinson (eds) (2009) Handbook of Tourism Studies. Sage Publications pppp314 - 322 (with A Orbasli)

Heritage, Tourism and Community Development In Commonwealth Ministers' Reference Book 2011 London: Henley Media Group

Funding new museum agendas Managing Leisure v17 no 1 pp8-22

Annexe 3: List of Conference Presentations

- 'Greening the Hospitality Sector: Concerns of a Sympathetic Cynic.* Tourism & Environment Conference, Glasgow, UK, June 1996
- 'Managing visitors at archaeological World Heritage Sites'* Ecoworld. Johannesburg, South Africa, September 1996
- 'Sustainable Visitor Management for Parks and the Private Sector'* Ecotourism at the Crossroads. Nairobi, Kenya, November 1997
- 'Dealing with visitor pressures in sensitive environments'* Tourism 2000 Conference, Sheffield, UK, September 2000
- 'Sustainable Tourism and the Hospitality Sector'* Western Sweden Environmental & Quality Assurance Seminar, Gothenburg, Sweden, January 2001
- 'Audience development for heritage organisations'* NEMS Audience Development Seminar, Newcastle, UK, March 2001
- 'Best Value – how to ease the pain'* M&H Show Seminar Programme, London, March 2001
- 'Developing new audiences for the heritage'* Museums Association 'Responding to Cultural Diversity Seminar, London, UK, September 2001
- 'New audiences for the heritage'* British Council Training Programme for Museum Managers, Budapest, Hungary, December 2002
- 'Faith and Tourism in Historic Cities'* US ICOMOS 7th Annual Conference, Annapolis, Maryland, USA, April 2003
- 'Planning for Tourism at Pre-Islamic Sites in Wadi Al Qura, Saudi Arabia'* 10th International UNESCO Academic Conference on Cultural Landscapes, Newcastle, UK, April 2005
- 'Exporting Heritage Services'* Museum & Heritage Show Seminar Programme, London, May 2005
- 'Developing New Audience for Heritage Attractions'* Museum & Heritage Show Seminar Programme, London, May 2005
- 'Geotourism and Norway's Tourism Sector'* UK Market Workshop for Norwegian Tourism Professionals, June 2006
- 'Visitor Centres and the Spirit of Place'* ICOMOS International Scientific Committee on Cultural Tourism: Canterbury Symposium, June 2007
- 'Hotel development and urban regeneration on Saudi Arabia's Red Sea Coast'* RGS/IBG Conference on the Geographies of Hospitality, London, August 2008
- 'Masterplanning for tourism development in historic coastal towns'* MENA Cultural Tourism Conference, Amman, Jordan, April 2009
- 'Visitor centres and the sense of place'* EuroCHRIE, Helsinki, Finland, October 2009
- 'Traditional handicrafts and responsible tourism development – challenges and opportunities'* 4th International Conference on Responsible Tourism in Destinations, Muscat, Oman, October 2010

Annexe 4: Other professional activities

Member, ICOMOS UK Cultural Tourism Committee (since 2001)

Member, ICOMOS International Cultural Tourism Committee (since 2009)

Member, Dean's Development Committee, Durham Cathedral (since 2005)

Member, Editorial Advisory Board, Managing Leisure (Routledge)

Member, Editorial Advisory Board, Journal of Cultural Heritage Management and Sustainable Development (Emerald Publications)

Reviewer, Annals of Tourism Research (Elsevier)

External Examiner, Glasgow Caledonian University MA International Tourism Management

Former Advisory Board Member, International Ecotourism Society

Former Advisory Board Member, Tourism Concern