Innovation and heritage entrepreneurship development in the South Wales Valleys

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The aim of this research paper is an investigation of innovation and heritage entrepreneurship development in the South Wales Valleys. It is particularly concerned with opportunities to develop industrial heritage tourism enterprises in the South Wales Valleys, with special reference to Merthyr Tydfil. The research is based upon eight case study structured interviews and collated data to produce, in combination with the contemporary literature, four key themes to achieve a sustainable regeneration scheme for innovative heritage entrepreneurship development. These key themes are funding challenges, cohesion of the community, a strategic approach, and networking and partnerships. This analysis has shown the growing significance of non-environmental sustainable development and socio-cultural regeneration. Throughout the main themes that have been analysed, the importance of innovation and heritage entrepreneurship development has become particularly apparent. This has proved that they are practically inseparable due to the fact that they need to work together in order to provide a sustainable approach for regeneration to work effectively in the long-term. It has become apparent that a strategic approach is essential, for it is the only way forward that is sustainable in order to develop heritage tourism enterprises for future generations.

Keywords: *heritage*; *tourism*; *innovation*; *entrepreneurship development*

The term, 'enterprise' is commonly linked to both the individual who establishes and runs a business and the specific venture that attempts to grow and enhance profitability through innovation (Carland, Hoy, Boulton, & Carland, 1984; Thomas, Gornall, Packham, & Miller, 2009). Entrepreneurship is also commonly linked with new venture creation and small business management (Gibb, 1996). It is also useful to consider corporate enterprise and intrapreneurship in terms of public sector enterprises (Carrier, 1996; Thomas, Miller, Thomas, Tunstall, & Siggins, 2007). This is often referred to as 'intra-corporate enterprise' (Pinchot, 1995) and 'in-house enterprise' (1987). Whereas, corporate entrepreneurship is more likely to be used in large commercial organisations (Antoncic & Hisrich, 2003). A recent study reported that 64% of Wales is reliant on grant aid and it has been argued that in order for Wales to be successful and enterprising it can no longer depend on continuous grant aid, especially during the current economic climate (Williams, 2009). This can apply to tourism in Wales as well as business and enterprise in general.

In order to explore innovation and entrepreneurship development in the South Wales Valleys the research undertaken has considered the extant sources including background literature in the area, sustainable entrepreneurship development and policy in Wales, sustainable heritage entrepreneurship development in the South Wales Valleys, and sustainable heritage entrepreneurship development in Merthyr Tydfil. The research methodology employed has involved eight case study interviews that have been undertaken with key partners from local authorities, community and voluntary sector, and funding and tourism bodies in Wales. The research findings are reported according to the themes of the challenges of funding, community cohesion, a strategic approach, and partnership and networking. These themes are further developed through discussion and analysis. Finally, conclusions are drawn in terms of how current regeneration schemes in the Valleys provide further opportunities for innovation and heritage entrepreneurship development in South Wales.

Literature review

Background

David (2004) points out that service industries in Wales generally, such as tourism, are not sufficiently well-developed or attractive for any realistic developments of new hotel and restaurant enterprises. However, despite the limitations of the Valleys as a tourist destination, new

partnership programmes such as HERIAN: Heritage in Action provide new opportunities (David, 2004). This is a partnership of 13 local authorities designed to create a new industrial heritage-based tourism sector housed in Merthyr Tydfil at the Ynysfach Engine House. HERIAN shows that they will 'go some way to help, though even co-ordinated Welsh industrial heritage tourism will be much harder to sell to non-specialist visitors from outside Wales' (David, 2004, p. 14).

It is apparent that the South Wales Valleys does have a unique selling point (USP) for heritage tourism entrepreneurship development. Evans (2004, p. 83) discusses this in his article *Life after coal*, by stating that 'it is hard to avoid the industrial history of South Wales; it is inscribed in its landscape'. According to Evans (2004), this is seen as advantageous by looking at the ideal location of the South Wales Valleys area, with the extensive road networks providing a central location. In the case of Merthyr Tydfil, Evans (2004) shows the potential of the area by highlighting itself as a 'Historic Iron Town', yet the majority of its industrial heritage has been destroyed (Evans 2004).

The principle's of sustainable entrepreneurship development and the policy in Wales

Research shows that defining sustainable entrepreneurship development is a complex phenomenon, since it is an ambiguous term (Cullingworth & Nadin, 2006). However, the principles of sustainable development are predominantly used to refer to environmental impacts caused by new developments and the need to prevent deleterious impacts (Douglas, Douglas, & Derret, 2001). Alternatively, sustainable development can actually refer to balancing the economy and social/cultural implications that can sometimes be difficult to control (Cullingworth & Nadin, 2006).

Wales has a unique institutional and governance framework to manage sustainable heritage entrepreneurship development (Williams & Thomas, 2004). The process involves an array of duties, mechanisms, organisations, regimes, and other arrangements at different levels and encompasses a wide range of public, private, and voluntary organisations acting collectively (Williams & Thomas, 2004). Williams and Thomas highlight that 'it is legitimate to suggest that Wales is presented with a huge opportunity for making a significant impact in SD' (2004, p. 5). The aim is to deliver sustainable change, but in order to achieve this everyone needs to '...work together to achieve the shared vision' (Davies, 2005, p. 16).

Sustainable heritage entrepreneurship development in the South Wales Valleys

In order to provide a sustainable future for tourism in Wales, the Welsh Assembly Government's aim is 'to achieve an appealing and coherent tourism and leisure experience' (Davies, 2006, p. 24). The strategic goals for 2020 for the Heads of the Valleys area are identified as 'an attractive place to live and stay, offering local people and visitor's high quality facilities and attractions, involving cultural events' (Davies, 2006, p. 24). The tourism and leisure sector will have a more significant role in the economic prosperity of the area, networking with other areas, such as Cardiff, Newport, the Gower, and Brecon (Davies, 2006). The Assembly's strategic programme aims initially to establish the Heads of the Valleys area as a successful day visitor destination, in order to encourage its development into a short-break location (Davies, 2006). Overall it is intended to increase the profile of the heritage sector by providing more opportunities with sustainable development.

Sustainable heritage entrepreneurship development in Merthyr Tydfil

Industrial heritage value 'is not based on artistic importance, it is based ... on its value as a witness of an industrial process which has changed society' (Edwards & Coit, 1996, p. 341). Edwards and Coit consider that traces of the Industrial Revolution should be developed to the advantage of tourism, emphasising 'the landscape, society and culture of the Welsh valleys needs to be documented and preserved before it disappears' (Edwards & Coit 1996, p. 341).

Evidence is not evident of developments to the Cyfarthfa Ironworks as a heritage attraction, since the 2004 report named *The Cyfarthfa Heritage Masterplan,* which produced plans to develop the Cyfarthfa Ironworks into a heritage tourism attraction. Nevertheless, the site is seen as a preferred location for a new Valleys Information Technology and Communication Centre (VITCC). It is believed that its location within this site of historical importance will enhance further funding opportunities (Merthyr Tydfil County Borough Council [MTCBC], 2003). However, since the Welsh Assembly Government building was developed at Rhyd-y-car, this centre was built behind the building instead due to site constraints and was therefore relocated. The building was also renamed the Orbit Business Centre (MTCBC 2009). 'The Orbit will play an important part in nurturing business start-ups in the area' (MTCBC, 2009, p. 18), with its conference centre and advice from professionals on business and enterprise.

It has become clear that a new innovative marketing strategy needs to be implemented to enhance further developments, by raising the profile of heritage entrepreneurship development in the South Wales Valleys. Building confidence has become apparent and Merthyr Tydfil is an area that has great entrepreneurial potential. It is therefore important to emphasise that both regeneration

99 and sustainable development are interlinked and are an
100 important part of the enterprise regeneration process.

Research methodology

Eight case study interviews (appendices 1 & 2) were
undertaken that included key partners from across the
community and voluntary sectors, local authorities, and
funding and tourism bodies under the auspices of the
Welsh Assembly Government. Aaeker, Kumar, and Day
(1998) support the view that case studies are the most
appropriate method for analysing complex situations.
Thirteen questions were included and presented at each
of the case study interview sessions. The case study/
organisations were the planning division at Merthyr
Tydfil County Borough Council; a quasi-university
body, promoting lifelong learning through enterprise
innovation and education; the tourism division at a
neighbouring local authority; Welsh Assembly Govern-
ment's funding division; the enterprise and economic
development division within the Welsh Assembly Gov-
ernment; a membership-based body concerned with
economic policy in Wales; Welsh Assembly Government's
Heads of the Valleys regeneration partnership; and a
quasi-Welsh Assembly Government body developing hub
and cluster networks across the South Wales heritage
tourism sector. The main findings are reported next.

Research findings

The current research has established that Wales has a
competitive advantage in terms of both innovative
programmes and sustainable heritage entrepreneurship
development, due to a unique partnership approach, and
partly due to being smaller in size. Furthermore, the
formation of the Welsh Assembly Government in
1998, added greater political and financial freedoms
(Williams & Thomas, 2004). Consequently, closer net-
working opportunities provide potential for the future.
The literature review reaches the conclusion that due to
the complexities of implementing innovative and heritage
entrepreneurship development, closer partnerships in
Wales will be an asset. This emphasises that networking
is important and a strategic approach is also important,
indicating how crucial innovation and heritage entrepre-
neurship development are to one another. The findings of
this analysis further emphasise such issues and also look
at the funding aspect and the leading role of the Welsh
Assembly Government's strategy for the Valleys to obtain
long-term success.

(1) The challenges of funding

The main challenges in terms of funding over the years
have been accessibility and its usage once achieved, as
well as encouraging more funding applications. Case
study organisation *five* emphasised this from experiences

with earlier regeneration schemes (see theme one: *Part-
nerships and Networking*). In terms of European funding,
it is hoped that the *2007–2013 Convergence Programme*
will improve upon the previous difficulties with Objective
One, by having more of a strategic approach. This new
programme will also include town centre regeneration.
Case study organisation *one* stated that this is important
because it is the town centres that are at the heart of the
community and represent the area. Therefore, it is
important to note that in terms of regeneration and
funding, a strategic approach is crucial. However, all
participants concluded that there are other important
resources of funding that should be used such as Heritage
Lottery Fund (HLF), the Big Lottery Fund, and the Arts
Council for Wales (ACW).

The main hindrance appears to be confidence in
applying for funding that emphasises the need for both
the community and those that have the power to provide
change to work together as a team. Any lack of
enthusiasm from those that have more power to provide
change as well as the community, will result in the failure
of regeneration. Case study organisation *four* explained
that gradually there is becoming more equality in terms
of spatial targeting, resulting in more funding to benefit
areas that need it the most. Case study organisation *seven*
pointed out that the ACW particularly has a large
budget. Previously, most of the funding was spent
in the cities and rural communities, which excluded towns
in the South Wales Valleys. Nevertheless, this is no longer
the case, for there is evidence of more involvement in the
South Wales Valleys.

Therefore, it appears that perceptions and attitudes
need to change for more confident communities. Case
study organisation *three* also pointed out that there is an
issue in small local authorities with regards to actually
having the ability within the local authority to pass
financial capacity. Merthyr Tydfil is an example of a
small local authority that lacks in terms of personnel as
well as financially. The HLF has significant quantities of
funding, but excellent applications for projects to be
accepted are important. This is where HERIAN's work of
engaging with local communities has been advantageous
by helping the communities to develop a business plan for
their heritage project.

However, projects need to be well-thought through and
sustainable. Therefore, it appears that because of this
difficulty, small local authorities are not getting enough
support and they will continue to rely on external funding
for some time to come. However, improvements are
underway. The Welsh Assembly Government's Heads of
the Valleys strategy, for instance, aims to unite five local
authorities by creating partnerships in order to share
resources and ideas for a sustainable future. Nevertheless,
it is challenging but with more partnerships being

150 formulated it is hopeful that improvements will be
151 experienced.

(2) Community cohesion
153 The close communities that exist in the South Wales
154 Valleys today are of paramount importance. This is felt to
155 have its origins in the previous coal mining industry in
156 South Wales, whereby comradeship and strong commu-
157 nities became dominant in the Valleys. This links with
158 heritage enterprise development and regeneration, in the
159 sense that heritage is an important part of regeneration.
160 It is argued that the South Wales Valleys has a
161 competitive advantage, due to friendly communities.
162 Case study organisation *five* established that it is im-
163 portant to capitalise this opportunity, which indicates
164 that regeneration in the South Wales Valleys will be much
165 easier to implement, due to the fact that these people will
166 be more cooperative. Case study organisation *three*
167 emphasised that regeneration will work particularly
168 well, if it is approached in the right way. This sense of
169 community is unique within the South Wales Valleys and
170 will be an asset to regeneration.
171 The participants came up with role models that the
172 South Wales Valleys as a whole and Merthyr Tydfil in
173 particular should consider. Community cohesion has
174 been very successful in regenerating Blaenavon, which
175 has World Heritage Status, as well as Ireland and
176 Scotland who have utilised the uniqueness of their
177 friendly communities. Case study organisation *seven*
178 also argues that there is a need to encourage more civic
179 pride and greater confidence for the future. By drawing
180 on the successful experience of establishing community
181 group projects from the Objective One funding pro-
182 gramme, it appears that significant insight into the
183 success of these projects can be gained. Case study
184 organisation *four* highlighted that at Merthyr Tydfil
185 successful projects such as the Ynysfach project, which
186 helped establish HERIAN, featured community involve-
187 ment. This indicates that getting the right people involved
188 will contribute to the success of a community as well as
189 enhancing the opportunities for receiving support from
190 funding. This is the basis upon which Welsh European
191 Funding Office (WEFO) works in terms of projects. If
192 there is no evidence of direct community involvement for
193 a project, it will not be feasible and will not therefore go
194 ahead.

(3) Strategic approach
196 All participants felt that a well-planned, strategic ap-
197 proach with clear aims and objectives is the only way
198 forward in order for improvements to be carried out
199 efficiently and effectively in the long-term. Case study
200 organisations *five* and *six* stated that this has been learnt
201 from previous regeneration schemes and Objective One
202 European Funding. However, case study organisation *five*

further emphasises the importance of not viewing such
difficulties too negatively because it has proven that 'we
can learn' from these different approaches in order to
improve the present situation. The Welsh Assembly has
recognised that the most effective approach is strategic, in
order to provide a more sustainable future. The 2007–
2013 replacement programme indicates this recognition.
Case study organisation *four* stated that the economic
basis of the new programme will enhance further
economic developments by encouraging community en-
terprise and so improve employment possibilities.

A strategic approach appears to be the only sustainable
way to provide progression, whereby all key stakeholders
have clear leadership. This can be seen in the structure of
the Heads of the Valleys strategy by the Welsh Assembly
Government that is organised into themes from year-to-
year as part of a 15-year programme, providing develop-
ment through a more manageable and clearly structured
approach. The Heads of the Valleys programme is a long-
term, integrated approach to regeneration. Heritage
tourism is seen as providing an exciting insight into
industrial heritage, with a beautiful landscape, and with
excellent communication links adding to the potential of
the area.

Case study organisation *five* further explains that the
Heads of the Valleys programme identifies tourism as one
of the key economic providers by working with the local
authorities and councils. Therefore, the Heads of the
Valleys strategy looks at how this potential can be
developed and recognises tourism as an economic force
for progression in the Valleys. Commitment to sustain-
able development, making the area more accessible with
cycle routes, and providing other ways of opening the
countryside up for the public to enjoy were ambitions for
the 2008–2009 year of heritage tourism.

A strategic approach is very important in the sense that
regeneration has to take place first before any tourism
can be developed. Case study organisations *three* and
seven emphasise that it is important to understand that
developing heritage tourism is a gradual process and
developments occur simultaneously. First of all, it is
important to regenerate an area to make it an attractive
place to work and live before attracting tourism. There-
fore, it is crucial that in order for any tourism develop-
ments in an area to take place, it has to be well-planned,
to ensure that tourism follows on by itself afterwards.
Case study organisation *eight* emphasises that if this
procedure is not followed through, this will result in
tourism being developed too early. 'Premature' develop-
ment would prove not sustainable, resulting in investment
not being cost effective. Case study organisation *one*
supports this point by explaining that in order for visitors
to be attracted to an area, the area itself needs to be
regenerated. Merthyr Tydfil is an example where the town
centre needs to be regenerated more, tourism can follow

by itself afterwards and investment in the quality of the built heritage is vital.

Case study organisations *seven* and *one* in particular emphasised that in order for there to be significant advances in heritage tourism enterprise developments in the South Wales Valleys, there is a need for a heritage tourism strategy to develop agreed priorities. It becomes clear that Merthyr Tydfil particularly is in need of this. Respondent *one* indicated that a heritage strategy needs to be put forward because heritage needs to be prioritised and at the moment this does not appear to be the case. Heritage needs to be incorporated as a regeneration tool with an enforcement of standards that needs to be met and supportive grant funding. Therefore, it becomes apparent that an integrated approach is important, in order to bring heritage tourism and regeneration together. Additionally, regeneration and sustainability cannot be separated because they affect one another, due to the simple fact that developments have to be carried out in a sustainable entrepreneurial way in order for them to work efficiently.

(4) Partnership and networking

The primary, significant theme emphasised by the participants is *Partnership and Networking*. The support of all key stakeholders in the public, private, and voluntary sectors is seen as crucial in order to share resources, ideas, and expertise from previous experiences. Both case study organisations, *five* and *two*, emphasised that more action would result in more outcomes, commitment, and positive attitudes achieved by comparing the ineffectiveness of previous regeneration programmes. Merthyr Tydfil, particularly, through collaborative networking stands to gain expertise in using the potential of its area fully. For this process to work effectively in Merthyr Tydfil and the South Wales Valleys, the main priority is to have a clear structure. Evidence suggests that, despite a considerable amount of innovative networking, little outstanding change is being generated within the South Wales Valleys, particularly Merthyr Tydfil. The complexity of achieving funding is regarded as a serious issue for projects.

Partnership-Networking within the Valleys avoids the duplication of projects, which case study organisations *six* and *seven* strongly emphasised. Co-operation through sharing resources rather than competing for limited funding. As a result, working in partnership is the essence of regeneration. Therefore, it is a crucial element for developments to be successful and work efficiently. Case study organisation *seven* emphasised that previous lack of local authority collaboration was experienced from Objective One funding. This consequently had a negative impact upon the potential regeneration opportunities. In North West Wales there were clearer aims for involvement and collaboration that resulted in greater improve-

ments to the area. Whereas, the South Wales Valleys did not see significant improvements – which in the opinions of some – are more in need. Therefore, the aim to provide support evenly between West Wales and the South Wales Valleys was unsuccessful with Objective One funding.

Additionally, in terms of tourist attractions, the formation of a joint tourism trail to other places of historic interest within the South Wales Valleys could prove advantageous, resulting in more facilities for tourists in the long-term due to more interest in the area. HERIAN has reviewed ways to integrate the whole of the South Wales heritage attractions. HERIAN refers to 'the hubs and the clusters' approach, whereby there are links directing visitors to different areas that is an effective way of forming a partnership between local authorities. Promoting 13 local authorities will provide both stronger local authorities and communities. Case study organisation *three* pointed out that this refers to the idea behind the *Wales Spatial Plan*. These plans are at more of an advanced stage, particularly in Merthyr Tydfil when 2007 was to see an interactive exhibition established in Ynysfach Engine House for both the visitor and the local community.

The majority of the participants felt that a potential danger with networking can be too much emphasis on meetings and discussions, rather than a great deal of 'action' in the form of innovative activities. This is the importance of a more strategic and holistic approach. Essentially all participants emphasised an integrated approach is the only sustainable way of achieving long-term success.

Discussion and analysis

The study has established that Wales has a competitive advantage in terms of both regeneration and sustainable entrepreneurship development, due to its unique partnership approach, partly due to being smaller in size. The formation of the Welsh Assembly in 1998, has added to greater political and financial freedoms (Williams & Thomas, 2004). Closer networking opportunities provide potential for the future. The literature concludes that due to complexities of implementing sustainable development, closer partnerships in Wales will be an asset. This emphasises that networking and a strategic approach is important, indicating how crucial sustainable development are to one another. The findings of this analysis further emphasises such issues and also looks at the funding aspect and the leading role of the Welsh Assembly Government's strategy for the Heads of the Valleys in attaining long-term success.

All participants felt that a well-planned, strategic approach with clear aims and objectives is the only way forward in order for improvements to be carried out efficiently and effectively in the long-term. Case study organisations stated that this has been learnt

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from previous regeneration schemes and Objective One European Funding.

However, one case study organisation further emphasised the importance of not viewing such difficulties too negatively because it was proven that 'we can learn' from these different approaches in order to improve on the present situation. The Welsh Assembly Government has recognised that the most effective approach is strategic in order to provide a more sustainable future. The 2007–2013 replacement programmes indicates this recognition. Another case study organisation stated that the economic basis of the new programme will enhance further economic developments by encouraging community entrepreneurship and so improve employment possibilities.

Two case study organisations in particular emphasised that in order for there to be significant advances in heritage tourism entrepreneurship developments in the South Wales Valleys there is a need for a heritage tourism strategy to develop agreed priorities. It becomes clear that Merthyr Tydfil particularly is in need of this. One respondent indicated that a heritage strategy needs to be put forward because heritage needs to be prioritised and at the moment this does not appear to be the case. Heritage needs to be incorporated as a regeneration tool with an enforcement of standards that need to be met with supportive grant funding. Therefore, it becomes apparent that an integrated approach is important in order to bring heritage tourism and regeneration together. Additionally, regeneration and sustainability cannot be separated because they affect one another, due to the simple fact that developments have to be carried out in a sustainable entrepreneurial way in order for them to work efficiently.

The close communities that exist in the South Wales Valleys today are of paramount importance. This is felt to have its origins in the previous coal mining industry in South Wales, whereby comradeship and strong communities became dominant in the Valleys. This links with heritage entrepreneurship development and regeneration in the sense that heritage is an important part of regeneration. It is argued that the South Wales Valleys has a competitive advantage due to friendly communities. One case study organisation established that it is important to capitalise on this opportunity, which indicates that regeneration in the South Wales Valleys will be much easier to implement due to the fact that these people will be more co-operative. Another case study organisation emphasised that regeneration worked particularly well if it is approached in the right way. This sense of community is unique within the South Wales Valleys and will be an asset to regeneration.

Overall conclusions

The aim of this study was to consider how current regeneration schemes in the South Wales Valleys provide further innovative opportunities for industrial heritage entrepreneurship development with special reference to Merthyr Tydfil. This analysis has shown the growing significance of non-environmental sustainable development and socio-cultural regeneration. Throughout the main themes that have been analysed, the importance of socio-cultural regeneration and sustainable entrepreneurship development has become particularly apparent. This has proved that they are practically inseparable due to the fact that they need to work together in order to provide a sustainable approach for regeneration to work effectively in the long-term. It has become apparent that a strategic approach is essential for it is the only way that is sustainable in order to develop heritage tourism enterprises for future generations.

Recommendations

From this research a number of recommendations are proposed. Firstly, a strategic approach is essential, since it is the only way forward that is sustainable in order to develop heritage tourism enterprises for future generations. The South Wales Valleys does have a unique selling point (USP) for heritage tourism entrepreneurship development that should be exploited. The tourism and leisure sector needs to have a more significant role in the economic prosperity of the area, networking with other areas such as Cardiff, Newport, the Gower, and Brecon. There is a need to establish the Heads of the Valleys area as a successful day visitor destination, in order to encourage its development into a short-break location. There should be an intention to increase the profile of the heritage sector by providing more opportunities with sustainable development. Traces of the Industrial Revolution should be developed to the advantage of tourism. A new innovative marketing strategy needs to be implemented to enhance further developments by raising the profile of heritage entrepreneurship development in the South Wales Valleys. A well-planned, strategic approach with clear aims and objectives is the only way forward in order for improvements to be carried out efficiently and effectively in the long-term. There is a need for a heritage tourism strategy to develop agreed priorities. Heritage needs to be incorporated as a regeneration tool with an enforcement of standards that needs to be met with supportive grant funding. Finally, the formation of a joint tourism trail to other places of historic interest within the South Wales Valleys could prove advantageous.

Research limitations and future research

The research limitations arise from the fact that there were only eight case study interviews undertaken that included key partners from across the community and voluntary sectors, local authorities, and funding and tourism bodies under the auspices of the Welsh Assembly

Government. There is, therefore, a need to undertake more case study interviews with a wider spectrum of organisations. It is therefore proposed that future research should be undertaken involving case study interviews with a greater diversity of organisations that will enable a longitudinal study to be developed to provide indicators of activity and trends that will provide an insight into enhancing innovation and heritage entrepreneurship development in the South Wales Valleys.

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Appendix 1: Short descriptions of the eight cases

Case study organisation *one* – Is a planning division in a county borough council, which is aimed at regenerating the local authority, not just physically and economically but also in terms of its historical significance.

Case study organisation *two* – Is a partnership with a university, supporting lifelong learning. This is involved with a local council in order to promote regenerating a local authority by educating people of all ages through learning and involvement in a variety of different subject areas. This includes art and environmental raising awareness as well as local heritage. The project is aimed at all sections of the community but also focusing on people who may be disengaged within the community.

Case study organisation *three* – This is a local authority department, but this time a tourism division that was, at the time, producing a heritage strategy in order to link itself with other heritage-based areas within the Heads of the Valleys region.

Case study organisation *four* – A funding division within the national government aimed at regeneration in the South Wales Valleys that focuses not just on economic and physical enhancement but also cultural identity. This is aided by a greater strategic approach to the delivery of the funds by helping maximise resources to benefit people, businesses, communities, and environment of Wales.

Case study organisation *five* – This is a unit within a national government department working on strategies to develop the South Wales Valleys with particular focus on the Heads of the Valleys region.

Case study organisation *six* – Is a membership-based body with a wide range of individuals, businesses, and other organisations directly supporting activities. It promotes quality research and debate aimed at making Wales a better nation. They commission research, publish reports and policy papers, and organise events across Wales. They research about regeneration and governmental topics of debate.

Case study organisation *seven* – This is another unit within a national government department working on strategies to develop the South Wales Valleys with particular focus on the Heads of the Valleys region.

Case study organisation *eight* – An organisation funded by national government and devising policies on heritage tourism and how it can be used to regenerate areas within the South Wales Valleys. The partnership aims to improve coordination and better interpretation in exploring the history of industrial South Wales for locals and visitors.

Appendix 2: Sample of interview questions

1. What do you understand by the meaning of the word 'regeneration'? What does it mean to you?
2. As well as the instant association of regeneration with physical and economic regeneration, there are also other forms of regeneration. What are the noticeable differences between regeneration itself and 'socio-cultural regeneration' to your understanding?
3. How would you define this term (socio-cultural regeneration) in the context of regeneration in the South Wales Valleys?
4. Objective One status is the case for many of the South Wales Valleys towns. Merthyr Tydfil has been an Objective One area between 2000 and 2006. Are there any current plans or signs of Merthyr Tydfil moving beyond receiving support from other resources, as well as EU funding to support the area?
5. The 2007–2013 Convergence Programme will come into being in September 2007 to replace the Objective One Programme of 2000–2006. Do you feel that both the Valleys of South Wales and Merthyr Tydfil will benefit more from this new replacement programme? If yes, how?
6. What are the most significant advances that the South Wales Valleys, including that what Merthyr Tydfil has benefited from, since the Objective One funding has been put in place?
7. There is evidence currently of developments with the new Welsh Assembly building in Merthyr Tydfil and the Rhyd-Y-Car leisure project plans aimed at improving leisure and sport facilities and also providing more tourism facilities such as hotels and a link to the Taff trail. Do you think this will encourage further enhancement for heritage tourism also?
8. Do you think an integrated approach would be appropriate to bring heritage tourism and regeneration together? If so, how and why? What recommendations would you suggest that would be the best to answer this question?
9. Do you feel that 'networking' with local authorities, the Welsh Assembly Government, heritage tourism bodies, and funding bodies such as the Heritage Lottery Fund are going to be one of the best opportunities to push forward regeneration and heritage tourism developments? If yes, how?
10. What do you feel are the major challenges to developing heritage tourism in the South Wales Valleys further?
11. In the context of regeneration in Merthyr Tydfil, what do you feel needs to be used to its advantage more as a result of the amount of potential that the area has?
12. The 2020 strategic framework for the Heads of the Valleys area was established in order to promote and achieve sustainable communities. Do you think this will help the development and promotion of South Wales Valleys heritage tourism further? If yes how?
13. Where would you like to see both Merthyr Tydfil and the South Wales Valleys as a whole, in the future, in terms of regeneration and heritage tourism developments?