

TOO HOT. TOO FULL. TOO FRAGILE?

CAN OUR TOURISM INDUSTRY, HOTELS AND LOCAL COMMUNITIES COPE WITH THE PRESSURES AHEAD?

Protecting Hotels, Local Communities and Tourism Investment from Extreme Weather, Overcrowding and Security Risks

Friday, 27 November 2026 | Hilton Malta | 15:30–18:30

Facilitator: Dr Aradhana Khowala — Founder & CEO, Aptamind Partners; MTF Senator | United Kingdom

THE CHALLENGE

Building on the morning plenary, “From Counting People to Making People Count”, this Action Lab asks whether hotels, infrastructure and local communities can withstand rising visitor pressures, extreme weather and public safety risks. More arrivals and accommodation place demands on electricity, water, transport, emergency services and public spaces. For hotels, the consequences include operating costs, business continuity and guest safety; for local councils, they include short-term rentals, public order and residents’ quality of life.

The Action Lab brings together destination leaders, crisis-management specialists, emergency services, security innovators and institutional partners to identify practical responses. Discussions will inform MED READY, the proposed Malta living lab for public safety, destination resilience and intelligent tourism management.

15:30–15:45 | OPENING — THE RESPONSIBILITY TO BE READY

Connecting the plenary to hotel preparedness and community resilience

THE OPPORTUNITY

How can Malta strengthen preparedness, protect tourism investment and keep hotels and local communities safe and welcoming?

Dr Aradhana Khowala — Founder & CEO, Aptamind Partners; MTF Senator | United Kingdom

International tourism investment adviser and founder of Aptamind Partners. Her work connects tourism strategy, hospitality investment and destination development.

Perspective: Why preparedness and resilience must be central to the long-term value of tourism destinations.

Hon. Glenn Bedingfield — Minister for Home Affairs, Security and Employment | Malta

Government minister responsible for home affairs and security, with responsibilities directly relevant to public safety and inter-agency coordination.

Perspective: Cooperation between public authorities, tourism operators and communities to strengthen destination safety.

15:45–16:30 | PANEL 1 — TOO HOT. TOO FULL. CAN WE COPE WITH MORE — AND ARE WE READY WHEN THINGS GO WRONG?

Extreme Weather • Tourism Growth • Infrastructure • Short-Term Rentals • Community Impact • Preparedness

THE OPPORTUNITY

Can hotels and local communities manage rising visitor flows, extreme temperatures and accommodation growth while preparing for disruptions and protecting residents’ quality of life?

Betim Budzaku — Director General, Andorra Turisme | Andorra

Leads Andorra’s national tourism organisation, whose work includes year-round tourism, market diversification and the Andorra Selected initiative.

Perspective: Managing visitor flows, seasonality and premium destination positioning.

Dr Andrei Imbroli — Vice President, MHRA; Co-Founder & CEO, VBL Group | Malta

Hospitality entrepreneur involved in the regeneration and operation of historic properties in Valletta.

Perspective: The relationship between accommodation investment, short-term rentals and neighbourhood wellbeing.

Mario Fava — President, Local Councils' Association | Malta

Represents Malta's local councils and their role in local governance, public spaces and community services.

Perspective: How local councils can respond to tourism pressures while protecting residents and the visitor experience.

ADDITIONAL FILMED CONTRIBUTIONS

Three recorded perspectives on the infrastructure and workforce pressures facing tourism destinations:

Ryan Fava — Enemalta | Malta

Electricity supply, peak demand and energy infrastructure resilience.

Karl Cilia — Chief Executive Officer, Water Services Corporation | Malta

Water security, wastewater infrastructure and tourism-related demand.

Col. Edric Zahra — Chief Executive Officer, Identità; former Deputy Commander, Armed Forces of Malta | Malta

Ethical recruitment, identity and residence administration, and safeguards against exploitation.

16:30–17:00 | PANEL 2 — INTERNATIONAL PRACTICES FOR PREPAREDNESS & RESILIENCE

International Case Studies • Crisis Preparedness • Business Continuity • Emergency Leadership • Destination Recovery

THE OPPORTUNITY

What can Malta learn from international crisis-management and tourism-resilience practices to prepare hotels, local councils and destinations before emergencies occur?

Prof. Lee Miles — Professor of Crisis and Disaster Management, Bournemouth University | United Kingdom

Academic specialist in crisis and disaster management whose research examines preparedness, resilience and disaster recovery.

Perspective: How organisations can plan, coordinate and recover from disruptions.

Richard Gordon MBE — Director, Bournemouth University Disaster Management Centre | United Kingdom

Emergency-management specialist and MBE recipient with experience in crisis leadership and training for government and response organisations.

Perspective: Practical major-incident preparedness for hospitality businesses and communities.

Prof. Lloyd Waller — Executive Director, Global Tourism Resilience and Crisis Management Centre; University of the West Indies | Jamaica

Academic and tourism resilience leader working on crisis management, destination recovery and digital governance.

Perspective: How destinations can build resilience before, during and after a crisis.

17:00–17:30 | PANEL 3 — PROTECTING GUESTS, STAFF & COMMUNITIES

Public Order • Fire & Rescue • Emergency Healthcare • Operational Coordination

THE OPPORTUNITY

How can hotels and local councils cooperate with police, civil protection and emergency healthcare to protect visitors, employees and residents?

Angelo Gafà — Commissioner of Police, Malta Police Force | Malta

Heads Malta's Police Force and its policing and public-order operations.

Perspective: Visitor-intensive areas, crime prevention and coordinated community safety.

Peter Paul Coleiro — Director General, Civil Protection Department | Malta

Leads Malta's civil protection services, including fire and rescue response.

Perspective: Fire safety, evacuation preparedness and cooperation with hotels and local councils.

Dr Patrick A. Farrugia — Health System Resilience, Mater Dei Hospital | Malta

Healthcare contributor bringing the perspective of emergency medical capacity and system preparedness.

Perspective: Medical readiness and inter-agency response when tourism and major incidents increase demand.

17:30–18:00 | PANEL 4 — INTELLIGENT SECURITY: PROTECTING BEACHES, HOTELS & COMMUNITIES

Artificial Intelligence • Drones • Beach & Coastal Safety • Hotel Security • Community Protection • Early Warning

THE OPPORTUNITY

How can AI, drones and early-warning systems help protect beaches, hotels, visitors and local communities through earlier risk detection, coordinated response and appropriate privacy safeguards?

Hamdi Chaker — Chief Executive Officer, Fire Eagle | France

Technology entrepreneur working on drone-enabled monitoring and security applications.

Perspective: Potential applications for beach and coastal safety, hotel security, crowd monitoring and wildfire detection.

International Security Services — Foreign Guest 1 — To be confirmed

Proposed international operational security representative; name and affiliation pending confirmation.

Perspective: Intelligent surveillance, threat detection and protection of beaches, hotels and communities.

International Security Services — Foreign Guest 2 — To be confirmed

Proposed international security or emergency-management representative; name and affiliation pending confirmation.

Perspective: Beach and crowd safety, major-event security and coordination across tourism locations.

18:00–18:30 | PANEL 5 — INVESTING IN SAFER HOTELS & STRONGER COMMUNITIES

Green Financing • Resilience Investment • Funding • Enjoy & Respect

THE OPPORTUNITY

How can hotels and local councils mobilise investment, funding and partnerships to strengthen resilience and community safety?

Kenneth Farrugia — Chief Executive Officer, Bank of Valletta Group | Malta

Leads Bank of Valletta, one of Malta's principal banking groups.

Perspective: Financing hotel upgrades, energy efficiency and infrastructure resilience.

KPMG Malta — Funding & Advisory Representative | Malta

Proposed representative of KPMG's professional services and advisory network; individual speaker to be confirmed.

Perspective: Funding options, risk assessment and investment planning for resilience projects.

Carlos Tabone — Permanent Secretary, Ministry for Tourism | Malta

Senior public administrator involved in tourism policy and institutional coordination.

Perspective: Enjoy & Respect, responsible visitor behaviour and practical cooperation with local councils.

18:30 | CLOSE OF ACTION LAB

MED READY — The Forum discussions will help identify priority actions, institutional responsibilities and possible Malta pilot initiatives for hotel readiness, public safety and destination resilience.