



Leicester
City Council

**MEETING OF THE CULTURE AND NEIGHBOURHOODS SCRUTINY
COMMISSION**

DATE: THURSDAY, 19 JUNE 2025

TIME: 5:30 pm

**PLACE: Meeting Room G.01, Ground Floor, City Hall, 115 Charles
Street, Leicester, LE1 1FZ**

Members of the Committee

Councillor Zaman (Chair)

Councillor Halford (Vice-Chair)

Councillors Dr Barton, Cassidy, Chauhan, Dave, Haq and Waddington

Members of the Committee are invited to attend the above meeting to consider the items of business listed overleaf.

For Monitoring Officer

Officer contacts:

Julie Bryant (Governance Services) and Ed Brown (Governance Services),

Tel: , e-mail: governance@leicester.gov.uk

Leicester City Council, City Hall, 115 Charles Street, Leicester, LE1 1FZ

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- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

Further information

If you have any queries about any of the above or the business to be discussed, please contact:

Julie Bryant (Julie.Bryant@leicester.gov.uk) or **Ed Brown** (Edmund.Brown@leicester.gov.uk). Alternatively, email committees@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

FIRE / EMERGENCY EVACUATION

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1. WELCOME AND APOLOGIES FOR ABSENCE

To issue a welcome to those present, and to confirm if there are any apologies for absence.

2. DECLARATIONS OF INTEREST

Members will be asked to declare any interests they may have in the business to be discussed.

3. MINUTES OF THE PREVIOUS MEETING

Appendix A

The minutes of the meeting of the Culture and Neighbourhoods Scrutiny Commission held on 3rd May have been circulated, and Members will be asked to confirm them as a correct record.

4. MEMBERSHIP OF THE COMMISSION 2025/26

The Membership of the Commission will be confirmed and noted as follows:

CHAIR	Councillor Syed Zaman
VICE CHAIR	Councillor Elaine Halford
	Councillor Susan Barton
	Councillor Ted Cassidy
	Councillor Sue Waddington
	Councillor Yogesh Chauhan
	Councillor Bhupen Dave
	Councillor Zuffar Haq

5. DATES OF MEETINGS FOR THE COMMISSION 2025/26

Members will be asked to note the meeting dates of the commission of

2025/26:

19 June 2025
21 August 2025
3 November 2025
22 January 2026
5 March 2026
16 April 2026

6. TERMS OF REFERENCE [**Appendix B**](#)

The Commission will be asked to note the Terms of Reference.

7. CHAIR'S ANNOUNCEMENTS

The Chair is invited to make any announcements as they see fit.

8. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

Any questions, representations and statements of case submitted in accordance with the Council's procedures will be reported.

9. PETITIONS

Any petitions received in accordance with Council procedures will be reported.

10. OVERVIEW OF CULTURE AND NEIGHBOURHOODS [**Appendix C**](#)

Directors will give a presentation providing an overview of the Culture and Neighbourhoods Scrutiny Commission.

11. KING RICHARD III VISITOR CENTRE CAFÉ BUSINESS CASE [**Appendix D**](#)

The Director of Tourism Culture and Economy submits a report on the business case for the new Café at the King Richard III Visitor Centre.

12. PUBLIC SPACE PROTECTION ORDERS - PROGRESS [**Appendix E**](#)

The Director of Neighbourhood & Environmental Services will deliver an update on the progress of Public Space Protection Orders.

13. HOUSEHOLD WASTE ENGAGEMENT SURVEY FINDINGS [**Appendix F**](#)

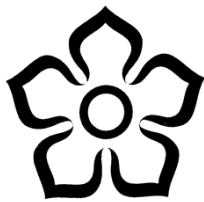
The Director of Neighbourhood and Environmental Services submits a report providing a summary of the Household Waste Collections Engagement Survey including the approach to the engagement survey, the key lines of enquiry in the form of its objectives and scope.

14. WORK PROGRAMME

Appendix G

Members of the Commission will be asked to consider the work programme and make suggestions for additional items as it considers necessary.

15. ANY OTHER URGENT BUSINESS



Leicester
City Council

Appendix A

Minutes of the Meeting of the
CULTURE AND NEIGHBOURHOODS SCRUTINY COMMISSION

Held: THURSDAY, 3 APRIL 2025 at 5:30 pm

P R E S E N T:

Councillor Mohammed – Vice Chair in the Chair

Councillor Aldred
Councillor Haq

Councillor Chauhan
Councillor Halford

In Attendance:

Deputy City Mayor Councillor Cutkelvin
Assistant City Mayor Councillor Dempster
Assistant City Mayor Councillor Whittle

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121. WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed those present to the meeting.

Apologies were received from Cllr Joshi.

122. DECLARATIONS OF INTEREST

Members were asked to declare any interests they may have had in the business to be discussed.

There were no declarations of interest.

123. MINUTES OF THE PREVIOUS MEETING

AGREED:

That the minutes of the meeting of the Culture and Neighbourhoods Scrutiny Commission held on 27 February 2025 be confirmed as a correct record.

124. CHAIR'S ANNOUNCEMENTS

The Chair advised that the response on Public Space Protection Orders had been circulated by email, and that members could contact officers with any queries.

125. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer reported that none had been received.

126. PETITIONS

The Monitoring Officer reported that none had been received.

127. MUSEUM SERVICE VISION & STRATEGIC PRIORITIES

The Chair agreed an agenda variance. The item on Museum Service Vision and Strategic Priorities was taken first.

The Director of Tourism - Culture and Inward Investment submitted a report on the new Museums Service Vision and Strategic Priorities for 2025-29, to be implemented on 1st May 2025.

The Assistant City Mayor for Health, Culture, Libraries and Community Centres introduced the item. It was hoped that the report would address and alleviate concerns raised. Points to note were as follows:

- Investment was ongoing.
- The success of the service was reflected in the funding secured from avenues such as Arts Council England
- A mixed model was being developed which meant that some venues would be accessed free of charge, and some would require payment.
- Museum venues would remain open, some sites would be open at different times across the year.
- There was a strong commitment to the Hub and Spoke model whereby Leicester Museum and Art Gallery (LMAG) remained as the Hub.

The Head of Arts and Museums provided an overview of the report noting that:

- In terms of capital investment, there had been significant investment at both LMAG and Jewry Wall Museum.
- A need to change delivery of services was recognised.
- Eight buildings were in operation, some of which were costly to maintain, impacting on the visitor experience.
- There was scope to reduce costs by changing visiting hours at some sites.
- The opening of Jewry Wall meant that operational staff could transfer over from the other sites, so there would not be cause for redundancies.
- The ambitious strategy aimed to continue to deliver a thriving museum

service.

- The Hub and Spoke Model reduced the entire reliance on buildings-based work and made collections more accessible.
- There was a focus on relevance for the diverse community and supporting the development of future generations.
- The vision was to connect people and communities with the story of Leicester.
- Global collections could help to address matters of climate crisis.
- Financial sustainability would be developed through the mixed model of paid and free museums.
- Strategic priorities and key areas of focus consisted of the improvements at LMAG and New Café and Art Galleries. Stage One National Lottery Heritage Funding of £411k had been secured to develop The Story of Leicester and Environment Galleries.
- The target was for visitor numbers at LMAG to have increased annually to 300,000 by 2029.
- Phase 3, The Leicester Stories Gallery, had been completed at LMAG.
- Funding for phase 4 coming from Arts Council England's MEND Fund, (Museum Estate and Development funding), had enabled improvements and access to the LMAG building.
- Phase 5 would be funded by the National Heritage Lottery Fund.
- Designs for the LMAG art gallery aimed to make art more accessible to the public.
- Jewry Wall – A Real Roman Experience would open in 2025, playing an integral part in the Leicester Old Town visitor economy, alongside the Richard III Visitor Centre, Leicester Cathedral and Leicester Guildhall.
- New access routes, a shop and café were incorporated within the Jewry Wall improvements.
- Income Generation was an important aspect of work. There was a target to increase commercial, learning and collections income to £480k at the free museum sites by 2026/2027.
- A further £350k of external funding needed to be secured by 2026 to qualify for the stage two National Lottery Heritage Grant Fund for LMAG.
- The Richard III Visitor Centre café would be situated in front of the pay barrier and could attract more customers and visitors.
- The Hub and Spoke model had generated pop-up museums and Popping to the Shops exhibitions throughout the city. Content had been created with local people and businesses. Collections had been taken out to different locations to develop audiences, e.g. to Libraries and Neighbourhood Centres, festivals and shopping centres.
- There had been a 28% increase in off-site engagement since 2018/2019 which was forecast to increase over the following year with more of the Arts Council England, National Portfolio organisation funded work funding the activities.
- The Young Leicester work aimed to support future generations. LMAG developments would create a family friendly museum.

- As a Holiday Activities and Food Programme Provider, 720 participation sessions would be delivered by 2026. Free nutritious meals would be provided within the museum setting during school holidays, to those entitled to free school meals.
- The cost per user at the different sites ranged from £2.68 at LMAG to £12.22 at Belgrave Hall.
- There would be a reduction of opening times at Abbey Pumping Station to peak visitor times as of 1st May 2025. The total number of public access days, including school visit days, would be 48. Volunteer access and work programme would equal 37 days. This would lead to a revenue saving of £112K.
- Some events could be transferred from Belgrave Hall creating another 5000 visitors. It was thought that 20% of Abbey Pumping Station visitors from non-event days would transfer to event days, leading to a further 5500 visitors. School visits would continue.
- The total access numbers for Abbey Pumping Station was predicted to be 27,823 which was 67.9% of existing visitor numbers.
- The reduction of site opening hours at Newarke Houses Museum would allow continued access on Saturdays between May and August. The total number of public access including school visits would be 84.
- Visitor figures were forecast to reduce from 41,000 to 3,000 with other forms of public access being provided. A revenue budget saving of £134k was expected.
- Work with other organisations could result in the Newarke Houses site being opened for commercial events. The assumption that 20% of existing non-event days visitors would transfer to event days would mean a total of 14,357 visitors which would be 35% of existing visitor numbers.
- There would be improved access to Leicester's social history collection with new Story of Leicester galleries being developed at LMAG. This would increase access to these collections.
- Belgrave Hall had not been a museum since 2012 and was currently open for 32 days of the year. This heritage venue site would be suspended from 1st May. It was the site with the lowest visitor numbers at c9,000 per year and with the highest cost per user at £12.22. With transfer of events to Abbey Pumping Station A revenue saving of £42k was predicted. The Estates and Building Services team is looking at alternative uses which provide a more cost-effective use of the site. The grounds would continue to be maintained.
- The total saving across the 3 sites was estimated at £288k.
- On completion of the improvements, total visitor numbers across the sites were expected to rise from 515,241 to 560,140.
- To mitigate the impact on staff, posts had been left open as staff had left. An organisational review would take place, but as an interim measure, staff from the 3 affected sites would relocate to Jewry Wall as of 1st May 2025.

The commission were invited to comment and raise questions. Key points to note were as follows:

- A visit to Jewry Wall would be arranged for the commission prior to the reopening.
- Reservations were raised by the commission relating to the reduction of opening days at Newarke Houses and the lack of provision for school holidays. In response it was noted that:
 - Investment was being made in the purpose-built museums. Other sites presented problems with access and layout, but new proposals could come from external investors.
 - Funding for the King Richard III Visitor Centre Café came from a capital investment loan. There would be a saving on operational costs and an increase on income.
- A benefit of sites remaining open, with less opening times, was that a re-examination of opening days could take place further along.
- Investments at Abbey Pumping Station had included moving the main entrance and making improvements including fire escapes which had increased the capacity of the building. This had enabled more visitors to be inside the building at any one time since it is very busy on event days with visitors wanting to see the beam engines in steam. Increased access and work was continuing with a Changing Places facility which enables everyone to enjoy the site and makes it more accessible.

AGREED:

- 1) That the report be noted.
- 2) That comments made by members of this commission to be
- 3) Taken into account.
- 4) That an update would come back to the commission in 12 months.

Cllr Aldred joined the meeting during the consideration of this item.

128. LEICESTER TOURISM ACTION PLAN 2020-2025 UPDATE REPORT

The Director for Tourism, Culture and Inward Investment submitted a report providing an overview of the progress made on the actions outlined in the Leicester Tourism Action Plan 2020-2025 since the last report tabled in April 2024.

The City Centre Director presented the report. Key points other than those on the slides (attached) included:

- Progress had been made in positioning the city as a sustainable and attractive destination.
- There had been more focus on people since the last report.
- The Local Visitor Economy Partnership (LVEP) included both the city

and county and was an opportunity to promote the region nationally and opened up opportunities for future grant funding.

- The new destination management plan would start in 2026.
- STEAM collected information from attractions, so there was a delay on when figures were available. Therefore, the figures for 2024 would not be available until Summer 2025.
- The value of Leicester tourism had surpassed its target. This was particularly positive considering the disruption that had been caused by Covid-19.
- In terms of overnight stays, there were an additional 47% of bed spaces with five new hotels opening.
- In terms of visitors to Leicester, there was confidence that figures would be met in the data from 2025 once it was available.
- External factors such as Brexit had affected job figures.
- New attractions such as the Jewry Wall museum would help the city become stronger as a destination.
- The Old town festival would be an interactive participatory initiative and would hopefully attract a lot of media attention.
- The Cathedral was an important location due to the tomb of king Richard III and there had been a civic event celebrating ten years since the reinterment.
- Festivals brought people together and promoted a sense of belonging and community as well as promoting cultural heritage and unity and boosting the local economy. Examples included the Monsters trail, Diwali, the Storm Puppet, which attracted the largest footfall seen on a Saturday, Light up Leicester and the Brew Beat beer festival.
- The Blue Tower street art was the tallest street art in Europe.
- The city had a safe night-time economy and had accreditation on Purple Flag (surpassing excellence) and Best Bar None.
- The 'Walk Away' campaign was funded by the Home Office and was delivered by the Violence Reduction Network, this aimed to reduce violence by changing behaviours and had led to a 16.4% reduction in incidences in the city between 2023-2024.
- St John's Ambulance night time service located in the city centre reduced pressure on emergency services and hospitals.
- Place marketing had established Visit Leicester as the go-to website for tourist information in the city.
- It was important to have character areas such as the Old Town and the Cultural Quarter, and guides had been produced for such areas.
- The 400th interpretation panel was being installed.
- There had been a good response from local people with regard to volunteer tourism ambassadors. This initiative focussed on the 'visiting family and friends' market, and was done in partnership with Leicester College.
- An additional scheme for Tourism Ambassadors for employees in the city centre with customer-facing role had been set up. All those training

as ambassadors had passed their training with a 99% success rate.

- With regard to the skills network, Leicester College had strong industry links. De Montfort University had two programmes designed with input from tourism forum members. The Leicester & Leicestershire Business and Skills Partnership (LLBSP) had partnerships with schools, colleges and business networks.
- Future priorities included a Leicester management plan for 2026-2031, which stakeholders would help to shape. This would line up with Visit England Priorities.
- Additionally, a ballot for an Accommodation Business Improvement District (ABID) would be considered, led by the city's hotel and serviced apartment providers to help create new events and additional activities that will attract more people to stay and visit Leicester. The additional room per night charge would go into a fund managed by a private company and would be put into initiatives such as large events to bring people into the city, or cleanliness in the city centre, or on conference and business events.

The Committee were invited to ask questions and make comments. Key points included:

- It was suggested that in future it might be better to hold Light up Leicester outside of Ramadan to increase attendance.
- With regard to points made about the closure of businesses in the city centre, such as Marks and Spencer (M&S) and Blunt's Shoes, it was noted that in the case of M&S, the closure of the Leicester store was part of their survival strategy. The Leicester store had received little investment, and they had an additional store in Fosse Park. With regard to Blunt's Shoes, it was suggested that this could be to do with business continuity.
- It was noted that from March 2020 there had been a net gain of 39 businesses and the vacancy rate was at its lowest.
- It was recognised that online sales were growing, and consumer behaviour was changing. Leicester was a young city with a high birth rate, this put the city ahead of the curve for the future. The reasons behind business decisions did not necessarily reflect badly on Leicester.
- With regard to M&S operation in Fosse Park, it was necessary to acknowledge different retail habits. Fosse Park was sub-divided, so units were smaller. Leicester was a multi-experience city which involved more than retail. Attractions included food and drink and heritage and culture. It was important to acknowledge challenges, and as such businesses would be worked with and supported in changes.
- The methodology behind obtaining visitor numbers was a system known as STR, which hotels used to gain monthly figures.

The Chair state that areas such as Granby Street had recovered having faced

challenges, and as such he was confident that the city could also recover from challenges.

AGREED:

- 1) That the presentation be noted.
- 2) That comments made by members of this commission to be taken into account.

129. TREE STRATEGY

The Director of Neighbourhood and Environmental Services submitted a report incorporating the 2025-2030 Tree Strategy, 2019-2024 Tree Data and Communications Launch Information.

Key points included:

The Head of Parks and Open Spaces outlined the structure of the strategy. Key points to note were as follows:

- The first Leicester tree strategy was adopted in 2018 to sustain and increase tree stock, and the quality of the city's trees. It also promoted the important role of trees for the environment and flood risk management.
- An annual review monitored the delivery of the strategy.
- The five key strategic objectives were:
 - Promoting amenity
 - Promoting habitat and wildlife
 - Responding to global obligations
 - Managing pressure on trees in other ownerships
 - Delivering a strategy
- 22 actions were devised in line with these aims.
- A five-year review had taken place.
- The strategy had worked well and a refresh had taken place to include nine targets for Education and Community Engagement.
- A section on Ash dieback was now included within the strategy.

The Trees and Woodlands Manager gave an overview of the outcomes over the five years. It was noted that:

- There were 1290 sites with trees. The aim was for 20% of the sites to be surveyed annually. This was almost met, with an average of 19% and currently this was at around 24%.
- The total for large planting was 2000 trees, small planting amounted to over 36,000 trees.
- The Forestry Commission ran government schemes which assists with mass planting.
- On average, almost 600 trees were felled annually and the number of

re-planting was on par with this figure.

- Formal complaints were relatively low.
- Work was divided between proactive and reactive work. Proactive being the cyclical surveys, and reactive work responding to storm damage. Work was in line with planned targets.
- There was a successful establishment rate for young trees, despite a drought year. Any trees that failed would be taken account for, a further tree would be planted the following year.
- Vandalism and dog attacks contributed to loss of trees.
- Ash dieback continued to have an impact, this had taken hold but was still in the early stages. 45% of felled trees were due to Ash dieback.
- Bio-mass was created from wood chip and logs, meaning that there was zero waste.
- The Trees and Woodland Team worked alongside the Planning Team.
- Work included:
 - The planning applications process involving trees
 - Tree Preservation order and conservation applications, which averaged out at around 150 protected trees within the city.
 - Emergency call out work, there was a duty of care for any tree falling which resulted in a highway blockage.
 - Planning contraventions for illegally felled trees.
- The Trees and woodland team underwent significant training to comply with health and safety legislation.
- Full details of annual reviews were available on the council website.
- There would be a main communications launch in late May 2025 to include more information.
- Work would be ongoing with the Tree Wardens and the Environment teams.
- A celebration on the city's veteran trees would come.
- Competitions run at schools had met with success.
- Activities such as Mapping Edible Leicester and Tree Trails were also taking place.
- A replacement tree planting ceremony was planned to take place in Abbey Park.

The Committee were invited to ask questions and make comments. Key points included:

- The trees and Woodlands team were thanked for their work.
- All Council trees are managed by the Trees and Woodlands team, these are mainly on Parks, Housing or Highways land. There were 189,600 trees on the database. Any issues with newly planted trees should be reported to Trees and Woodlands. Trees would be formed and pruned as they got older but were often best left alone for the first few years due to post-planting stress.
- With regard to issues surrounding a tree in Thurncourt in need of

maintenance, this tree would be visited to ascertain what action would be needed.

- In response to a query about trees and planning issues and replacing removed trees, it was noted that trees could be an issue in relation to subsidence due to the clay underneath the city. For every significant tree that was removed, it was aimed to plant more than one more, sometimes this could be more than two more. In some cases, trees could not be planted in the same place due to damage caused or due to underground services such as cables and/or drains. In these cases, it was aimed to plant in the same Ward, or if this was not possible, elsewhere in the city. If another tree was not planted, there would be a very good reason for it.
- If a private tree was not in a conservation zone or subject to a Tree Preservation Order (TPO), it was up to the private resident as to what to do with the tree. If a tree was protected, it came under planning law and the resident would need to say what they were doing with the tree and provide tree reports.
- Some planning applications caused trees to be removed, and sometimes re-planting needed to occur under planning conditions. Any application needed a 10% biodiversity net gain, and trees were a part of this.
- With regard to points made about engagement with schools and education, it was noted that Tree Wardens were voluntary, but it was recognised that engagement with schools and children was good. It was noted that children had been involved in the Tiny Forests scheme and the Leicester Volunteers scheme.
- With regard to a query about staffing figures, figures could be provided on this. It was noted that there were more staff than there previously had been. Whilst there had been significant reductions in the wider Parks & Open Spaces budget, the Trees and Woodlands budget had been protected. It was further noted that the service had not been outsourced as it had in other Councils and that authorities that outsourced may not have a tree strategy.

AGREED:

- 1) That the report be noted.
- 2) That a report be brought to the Commission on the involvement with schools and education.
- 3) That members of the Commission be invited to the launch.
- 4) That comments made by members of this commission be taken into account.

Councillor Cutkelvin left the meeting during the consideration of this item.

130. WORK PROGRAMME

It was requested that a report on museums come back to the Commission, including information on visitor figures during the School Holidays.

The work programme was noted.

131. ANY OTHER URGENT BUSINESS

There being no further items of urgent business, the meeting finished at 19:28pm.



**Leicester City Council
Arts & Museums
Service
Vision & Strategic
Priorities
2025-29**



Context & Challenges

Through capital investment Leicester Museum & Art Gallery and Jewry Wall are being transformed to increase access to world class collections & to deliver an excellent visitor experience.

We recognise the need to change how we deliver our services so we can continue to provide a high-quality museum service.

Currently we run 8 buildings. Some are costly to maintain, have a low usage & displays are outdated which impacts upon visitors' experience.

Scope to reduce costs through operational changes to opening hours at some sites.

Jewry Wall opening enables operational staff from these sites to relocate.

New strategy and ambitious targets can still be delivered.

- Through a hub and spoke model part of the service which we provide can be delivered outside of museum buildings. This develops target audiences & makes collections more accessible.
- The 2021 census highlighted that 41% of Leicester's population was born outside the UK. Making the city's museums & galleries more relevant & meaningful to & more representative of our diverse communities, reflecting and sharing their lived experiences & perspectives is a key priority.
- Leicester has a relatively young population compared to the average in the UK. The museum service has an important role to play in supporting children and young people's development.

Context & Challenges



A man in a checkered shirt is pointing at a museum display. The display consists of several panels with text and images. The background is slightly blurred, showing other people in the museum.

Arts & Museums Service Vision 2025-29

Connecting people & communities with the *Story of Leicester*, unearthing 2,000 years of the city's rich history & heritage.

Inclusive museums & collections which reflect and share the lived experiences of our diverse local communities.

Taking museums into communities to increase access and widen audiences.

Creating exceptional visitor experiences through capital investment at Leicester Museum and Art Gallery & Jewry Wall.

Using Leicester's global collections to play our part in addressing the climate crisis.

Supporting the development of the city's future generations, sparking children & young people's imagination and curiosity, developing their skills & tackling the inequalities which many of them face.

Developing the financial sustainability of both paid for and free museums.



Strategic Priorities

Leicester Museum & Art Gallery

The capital investment at the city's flagship museum, Leicester Museum & Art Gallery will improve the visitor experience, involve the community in their local museum, support the service's sustainability and increase access to world class collections.

Work is underway on new café and art galleries.

Heritage Fund stage 1 investment of £411k secured to develop new co-produced Story of Leicester & environment galleries.

Target: By 2029 visitor numbers will have increased to 300,000 per year.

Baseline: (Visitor numbers of 249,079 2023/24).





19

LMAG

Phase 3

- Completed – Creation of Leicester Stories Gallery

Phase 4

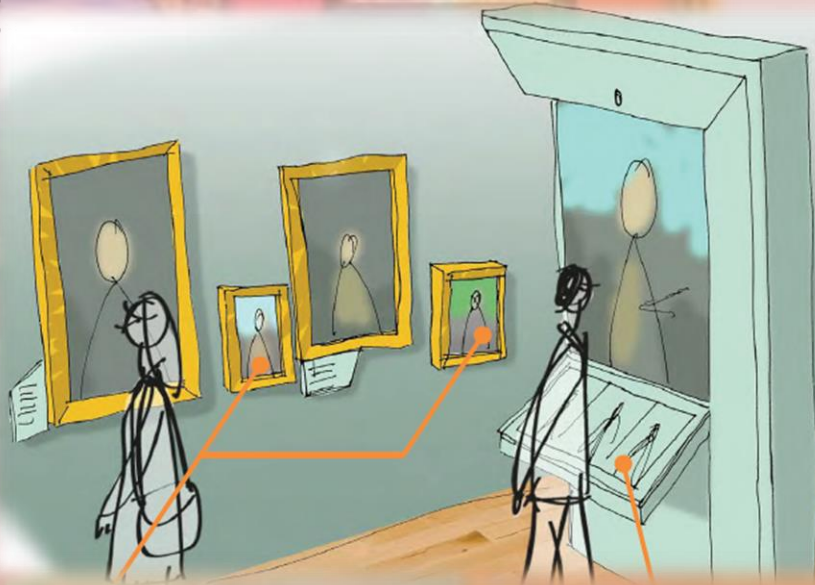
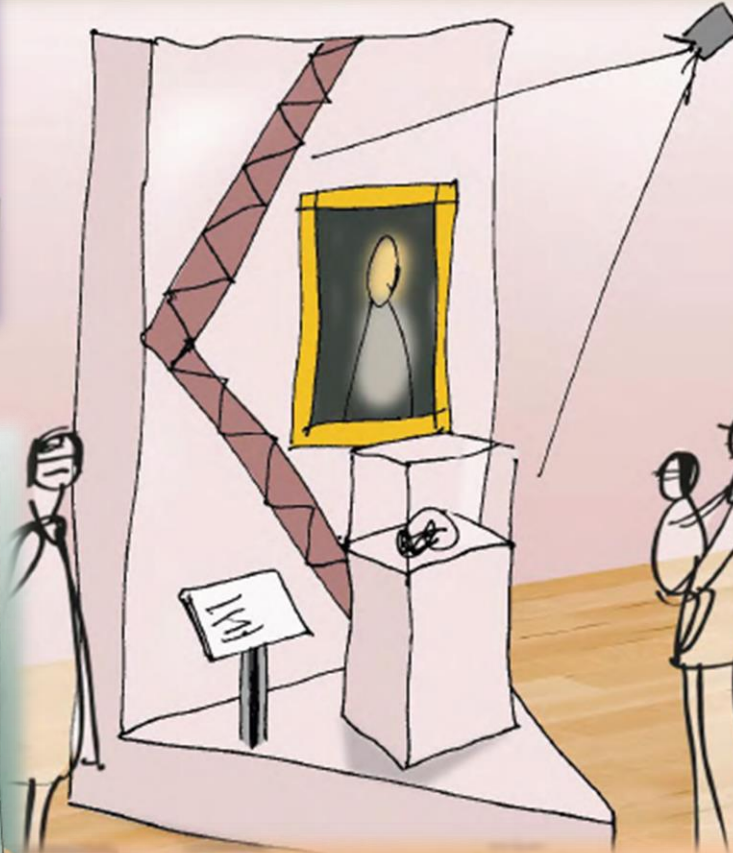
- Improvements to visitor flow routes
- Relocation of Victorian Art Gallery stage
- Creation of new art galleries
- Creation of new café
- Creation of new reception & shop
- Maintenance work to roof and ventilation systems (Arts Council MEND funded)

Phase 5

- Creation of new Story of Leicester Galleries & new Environmental Galleries.

Leicester Museum & Art Gallery – Art Gallery Redisplay

20



Designs by PLB

Jewry Wall: A Real Roman Experience

Jewry Wall will open in 2025. Leicester City Council has revitalised the site creating a new 21st century visitor attraction which will use cutting edge digital technology to create an immersive visitor experience.

The city's unique Roman collection, including stunning mosaics discovered by archaeologists in Leicester will be used to tell the stories of Roman Leicester and its people.

Supporting the visitor economy & the Old Town.



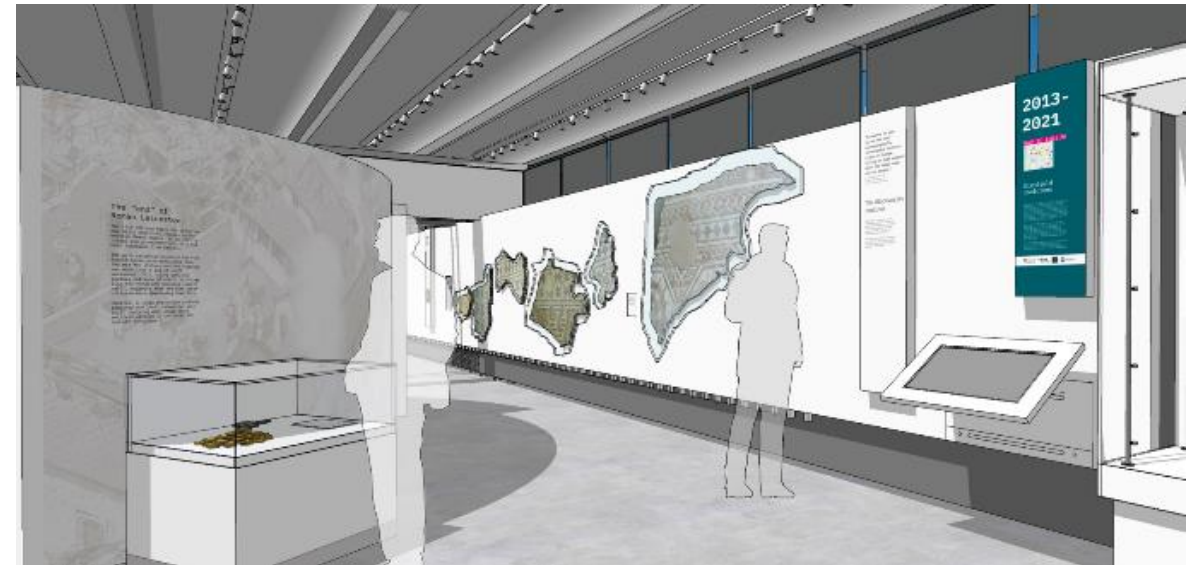
Jewry Wall Project

- Major building restoration and refurbishment Project
- New Pedestrian Bridge from St Nicholas Circle to the Museum
- Multi-media interpretation of Roman Leicester Objects & Exhibits
- New Reception, Shop, Café, Meeting and Learning facilities.

22



Exhibition





Jewry Wall Café



Income Generation

We will maximise and diversify income streams, managing Jewry Wall & KRIII Visitor Centre as successful charged for attractions which are financially self-sustaining.

Target: Increase commercial, learning & collections income to £480k at free museum sites by 2026/2027.

Target: Secure £350k of external funding by 2026. (This is in addition to securing stage 2 Heritage Fund grant funding for LMAG).

At KRIII we plan to move the café in front of the pay barrier through capital investment.

Hub & Spoke Model: Offsite Activities

Museums & collections taken offsite to locations across the city. In the last year **Doorstep Museums** locations have included:

- The Brite Centre (Braunstone)
- St Barnabas Library (North Evington)
- Pork Pie Library (Eyres Monsell)
- Hamilton Library (Humberstone & Hamilton)
- Highfields Centre (Wycliffe)
- Beaumont Leys Library
- The **Pop-up Museum** has been held at Beaumont Leys Shopping Centre
- **Popping to the Shops exhibitions:**
 - Narborough Road Library (Westcotes)
 - Saffron Lane Centre (Saffron & Aylestone).



Hub & Spoke Model: Offsite Activities



- **Library cases with displays at:**
- Brite Centre
- St Barnabas
- New Parks
- Highfields
- Hamilton Road
- **Cabinet of Curiosities at Festivals:**
- Riverside
- Mela
- Pride
- Light Up Leicester

There has been a 28% increase in offsite engagement since 2018/19:

- **2018/19: 61,609**
- **2023/24: 79,017**

Young Leicester

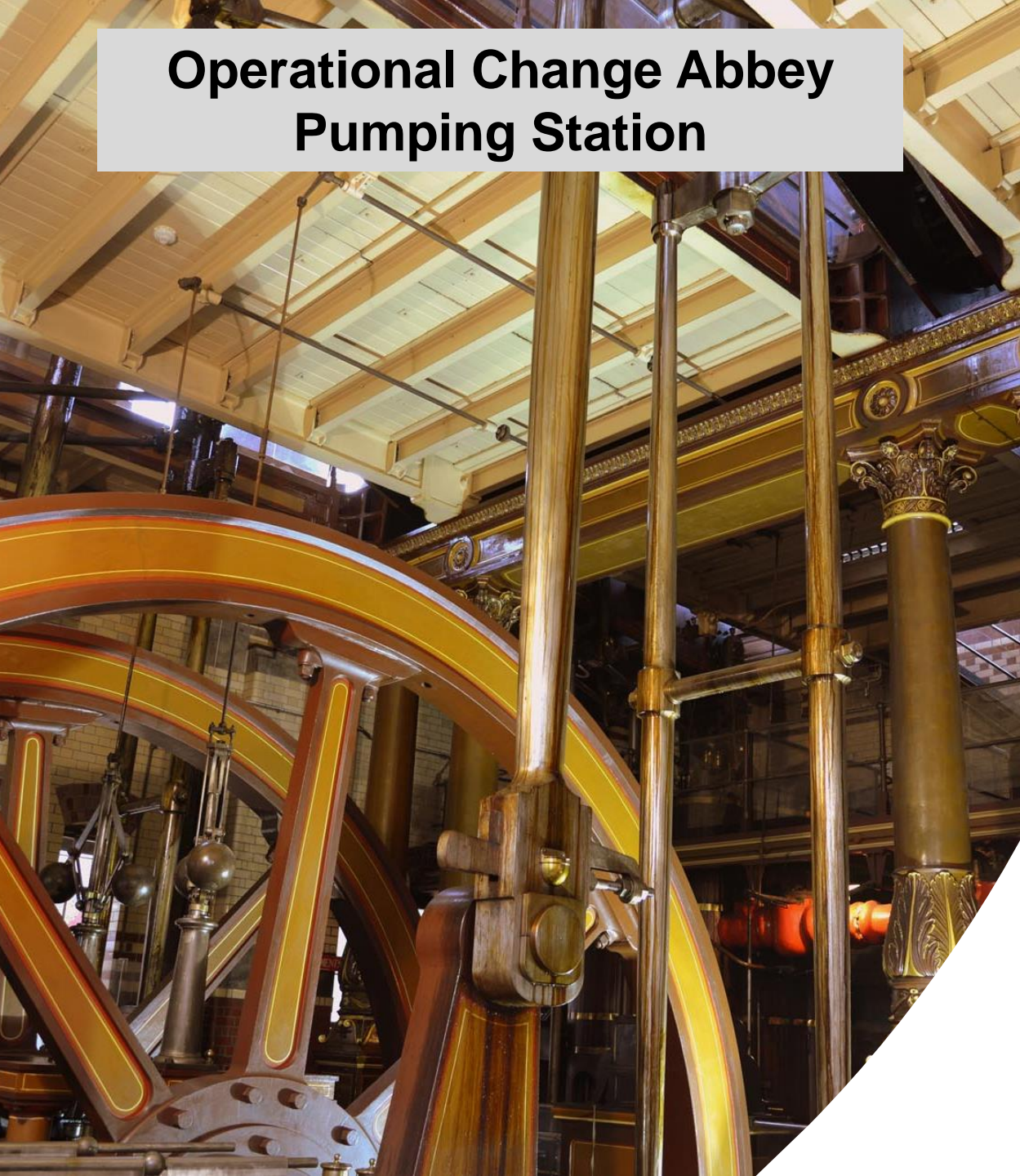
We will support the development of our city's future generations, providing programmes which spark children's and young people's imagination and curiosity, developing their skills and tackling the inequalities which many of them face.

By 2027 we will have developed Leicester Museum & Art Gallery as an exceptionally family friendly museum.

As a Holiday Activities & Food Programme Provider we will deliver 720 participation sessions by 2026, enabling children to enjoy free learning activities and nutritious meals within inspirational museum settings during school holidays.

Cost Per Visitor

Leicester Museum & Art Gallery	£2.68
Leicester Guildhall	£2.95
Abbey Pumping Station	£5.91
Newarke Houses Museum	£6.14
Belgrave Hall	£12.22



Operational Change Abbey Pumping Station

Reduction of site opening days to peak visitor times

- 32.5% (13,259) of visitors attend on event days.

Future opening days:

4 steam days

16 railway days

3 Steam with the team bookable days.

13 Monday Leicester school holidays (not Christmas).

Total: 36 days

School visits will continue to be provided

On average 426 school pupils visit per year.

Total number of days of public access: 48. (Site visits 36 days) & (school visits 12 days).

Volunteer access & work programme to continue on Mondays. Total number of volunteer only access days 37. (On Monday school holiday days access will be provided to volunteers – these days are not included in this figure because the site will be open to the public).

Saving £112k



Operational Change Abbey Pumping Station. Public Access

Access Type	Access Numbers
Retained existing event visitors	13,259
New events, e.g. beer festival	2,000
Events transferred from Belgrave Hall (Top 10)	5,000
20% of APS visitors from non-event days transfer to event days	5,548
Schools	426
LMTA volunteers – Monday access	1,350
Gardening volunteers – Monday access	240
Total	27,823
% of existing visitors	67.9%

Assumptions:

- Closed days offer opportunity to generate additional commercial income through new events and hires.
- Relocate events from Belgrave Hall – Food Fair & Workshops.
- 20% of existing APS visitors from non-event days will make visits on retained event days
- LMTA volunteer access on Mondays – average. 27 vols x 50 weeks.

Operational Change

Newarke Houses Museum

- Reduction of site opening days. Continued access during **Saturdays May- Aug – summer school holiday period.**
- **School visits will continue to be provided.**

On average 1,757 school pupils visit per year.

Total number of days of public access – 84
(museum 18 days) & (school visits 66 days).

- Visitor figures forecast to reduce from 41,000 to 3,000 but there are other forms of public access which can be provided.
- Garden will continue to be maintained
- Regular checks on building & collections to continue.
- **Saving £134k.**



Operational Change

Newarke Houses Museum

- Average annual visitors by day:

Mon	5257
Tues	4797
Wed	5923
Thurs	5644
Fri	5168
Sat	6875
Sun	6609
Total	40271

- Industry standard for seasonal openings to focus on summer months & school holidays.
- Highest four month run of visitor numbers is May to August



Operational Change

Newarke Houses Museum – Public Access

Access Type	Access Numbers
Retained existing visitors (Saturdays May – Aug)	3,000
Commercial events	2,000
20% of NHM visitors from other days transfer to Saturdays (May – Aug)	7,600
Schools	1,757
Total	14,357
% of existing visitors (41,000)	35%

Assumptions:

- Closed days offer opportunity to generate additional commercial income through new events and hires.
- 20% of existing NHM visitors from non-event days will make visits on retained event days.



Operational Change

Newarke Houses Museum

- Improved access to Leicester's social history collection - new Story of Leicester Galleries to provide social history content at Leicester Museum & Art Gallery – Flagship museum – 250,000 visitors + per annum. NLHF stage 1 funding secured.
- More Leicester related stories at Leicester Museum & Art Gallery in a new suite of art galleries & a new Environmental Gallery.





Operational Change Belgrave Hall

- Suspension of the heritage venue site.
- Currently open 32 days per year.
- Site with lowest visitor numbers, c9,000 per annum & highest cost per visitor £12.22.
- Popular events (food fair, workshops, performances) to be transferred to Abbey Pumping Station to provide continued access to these events.
- EBS looking at alternative uses which provide more cost-effective use of the site.
- Grounds will continue to be maintained...
- **Saving £42k**
- **Total savings across 3 sites: £288k**

Museums Service - Access

The rearrangement of the service is not an overall reduction of the museum service.

Visitor numbers across all sites and for offsite activities are currently 515,241. Once we have made capital improvements at key sites visitor numbers are forecast to increase to 560,140 which means more people will access the museum service.

These future figures include decreased visitor numbers at sites where operational changes will be implemented.



Implementation

To mitigate the impact upon staff:

- Customer Service Assistant & Ops Officer posts left vacant as staff have left.
- Holding vacancies means not enough staff for Jewry Wall opening.
- Organisational review will take c.6 months – too late for Jewry Wall opening.

Solution: Interim change

- Relocate staff from sites where there are operational changes to Jewry Wall from 1st May 2025.
- Followed by an Organisational Review for Operations Team Members.
- Create an access and progression route for Front of House team.



Culture and Neighbourhoods Scrutiny Commission

3 April 2025

Sarah Harrison, City Centre Director

Tourism
Action Plan

2020–2025

Leicester Visitor Economy Partnership (LVEP Accreditation)

- The Department for Culture, Media and Sport (DCMS) and Visit England (VE) introduced a 2-tier structure of accredited tourist boards

- 40 Leicester and Leicestershire successfully secured LVEP accreditation in January 2024

- Direct and strategic relationship with Visit England
- Opportunity to promote Leicester nationally with government recognition, inclusion in national marketing and travel trade activities.
- Partnership includes key visitor economy businesses
- Opportunities for skills development, commission and access to grant funding



Delivery Partnerships

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LVEP Advisory Board set up with public/private sectors city and county to shape delivery of the new Destination Management Plan.

Leicester Tourism Forum – public/private sector advisory body to inform strategic decisions and initiatives and delivery of new Tourism Action Plan

Leicester Performance Indicators

Source: STEAM
(Scarborough Tourism
Economic Activity)

2024 STEAM figures available in the summer. 2025 Pls will also be added to provide final Pls against 2025 target

Performance Indicator	2022	2023	Target 2025	2023 vs 2025 target
Value of Leicester Tourism (£m)	724	844	792	+6.6%
No of overnight stays inc VFR (m)	5.0	5.2	5.6	-7.7%
No of visitors to Leicester (m)	9.9	10.24	14.0	-26.8%
No of jobs created and safeguarded (000)	7.2	8.0	9.2	-12.8%

Summary of activity since April 2024 – Product

- **Jewry Wall: A real Roman experience**
 - Museum telling the stories of Roman Leicester associated with city archaeology
 - Cutting edge interactive multi-media displays
 - New shop, private hire and education facilities and public café with views over Jewry Wall
 - One of the tallest surviving sections of civic Roman masonry in Britain, standing 9m high
- **Old Town Festival: Roman Edition April 26/27**
 - Building of a Roman encampment of re-enactors, a roman chariot tricycle race,
 - Community will be building a Roman Triumphant arch by artist, Olivier Grossetete
- Jewry Wall is due to reopen to the public for Summer 2025





Leicester Cathedral and Heritage and Learning Centre

- First full year of the Cathedral reopening has seen over 120,000 visitors.
- Hosted a full programme such as the Journey's Festival Swing Installation and the stunning projection lighting up the Cathedral for the Light Up Leicester festival.
- Luke Jerram's installation Mars will be in May.
- Works are due to finish on site end of March and Cathedral Gardens will be returfed.
- A confirmed opening date is yet to be shared.





Leicester Museum and Art Gallery

- Work is continuing to carry out improvement works at LMAG inc a suite of new art galleries and creation of a café
- Funding of £411k awarded by National Lottery Heritage Fund to support development of new gallery designs inc two new Story of Leicester Galleries and an Environment Gallery
- The LM team was nominated as a VisitEngland Tourism Superstar 2025 finalist

King Richard III Visitor Centre

- 10th Anniversary celebrations of the rediscovery, identification and reinterment of Richard III end in 2025
- Voice of Richard project soon to be unveiled
- Celebrating their 70th award since opening in 2014



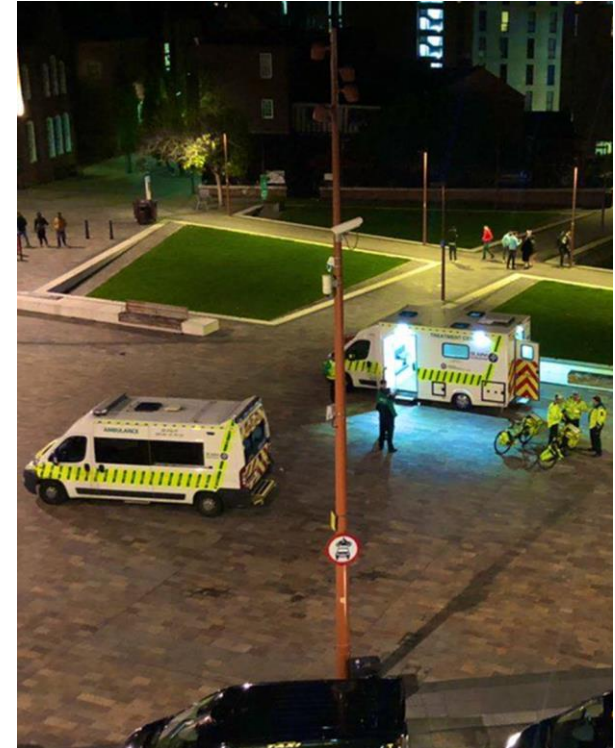


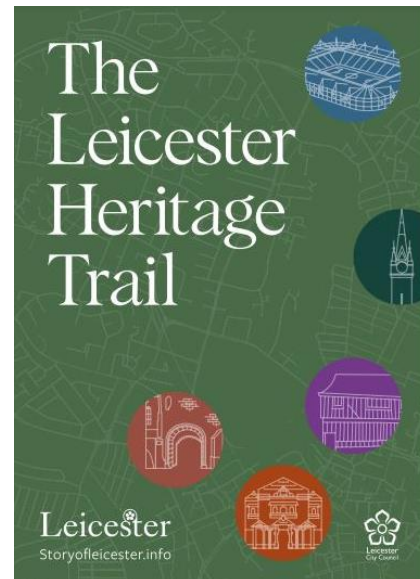
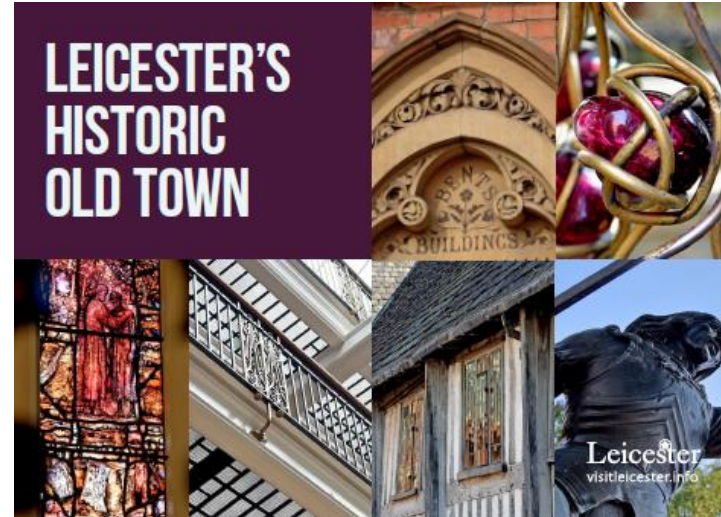
Safe Night Time Economy

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ATCM

Purple
Flag™





Effective Place Marketing

- Number of visitors to the Visit Leicester website grew by 196.6% from 2020-2024.
- Trails and itineraries downloads are now more than 7,000 with nearly 40,000 views.



- Welcome to Leicester for leisure and business tourism
- Focus on Visiting Family and Relatives (VFR) market
- Recruited an initial team of 15 local volunteer Tourism Ambassadors from Leicester's neighbourhood areas to support tourism venues and festivals and events.
- Training programme supported by Leicester College.
- Partnership working – Leicester City Council, Voluntary Action Leicestershire, Leicester College.
- Training for customer service staff in the city centre. First successful session with 50 individuals representing variety of sectors including hotel staff, taxi drivers, bus drivers and shopping centre staff.

Skills, Networking, Support and Engagement from Tourism Businesses

51

- Leicester College
 - Tourism and Travel industry courses
 - Strong industry links for real-world insights for students and practical skills
- De Montfort University
 - BA (Hons) International Tourism and Hospitality Management
 - L6 top Up International Tourism and Hospitality Management
- Leicester & Leicestershire Business and Skills Partnership (LLBSP)
 - LLBSP Careers Hub leads partnership of schools, colleges, LAs, business and careers providers
 - World of Work Leicestershire guides
 - Building the workforce of the future
 - Skills Bootcamps
 - Employment Hub
 - DWP offers

Future Priorities

- Destination Management Plan 2026-31
- Leicestershire Visitor Economy Partnership working closely with stakeholders to shape plan. Launch in January 2026
- New strategic direction aligning with VisitEngland's priorities – accessibility and sustainability.
- Leicester Tourism Action Plan 2026-31 - Aligns with strategic direction outlined in DMP
- Focus on the unique aspects of the city's tourism and visitor economy offers
 - KRIII, Jewry Wall, National Space Centre, Leicester Museum and Art Gallery, Canals and Riverside, Golden Mile, World Cuisine
 - Rich, diverse culture and heritage – Leicester Leading Creative and Cultural Strategy
- Accommodation BID (ABID) - ABID focuses on improving areas where hotels are located
 - Operates similar to a traditional Business Improvement District (BID) model
 - Property owners in a defined geographic area agree to pay into a fund
 - Funding to support activity to enhance the visitor experience and increase overnight stays
 - Funded through a supplementary charge per room, per night for guests of, say, £2
 - Decision whether to proceed to ballot will be made later in 2025.

Key Challenges to the Tourism and Hospitality Sector and Tourism Trends

Priority Key Challenges

- Sustainability and accessibility
- Changing consumer preferences
- Rising operational costs and staffing shortages

Priority Trends

- Sustainable and eco-tourism
- BLeisure /Digital nomadism
- Authentic and local experiences
- Food tourism
- Cultural and heritage tourism
- Micro trips

SCRUTINY COMMITTEES: TERMS OF REFERENCE

INTRODUCTION

Scrutiny Committees hold the Executive and partners to account by reviewing and scrutinising policy and practices. Scrutiny Committees will have regard to the Political Conventions and the Scrutiny Operating Protocols and Handbook in fulfilling their work.

The Overview Select Committee and each Scrutiny Commission will perform the role as set out in Article 8 of the Constitution in relation to the functions set out in its Terms of Reference.

Scrutiny Committees may:

- i. review and scrutinise the decisions made by and performance of the City Mayor, Executive, Committees and Council officers both in relation to individual decisions and over time.
- ii. develop policy, generate ideas, review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- iii. question the City Mayor, members of the Executive, committees and Directors about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to their initiatives or projects.
- iv. make recommendations to the City Mayor, Executive, committees and the Council arising from the outcome of the scrutiny process.
- v. review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance; and
- vi. question and gather evidence from any person (with their consent). •

Annual report: The Overview Select Committee will report annually to Full Council on its work and make recommendations for future work programmes and amended working methods if appropriate. Scrutiny Commissions / committees will report from time to time as appropriate to Council.

The Scrutiny Committees which have currently been established by the Council in accordance with Article 8 of the Constitution are:

- Overview Select Committee (OSC)
- Adult Social Care Scrutiny Commission
- Children, Young People and Education Scrutiny Commission (which also sits as the statutory Education Committee)

- Culture and Neighbourhoods Scrutiny Commission
- Economic Development, Transport and Climate Emergency Scrutiny Commission
- Housing Scrutiny Commission
- Public Health and Health Integration Scrutiny Commission

The key work areas covered by each Scrutiny Commission are to be found here <https://www.leicester.gov.uk/your-council/decisions-meetings-and-minutes/overviewand-scrutiny>

SCRUTINY COMMITTEE: OVERVIEW SELECT COMMITTEE

The Overview Select Committee **will**:

- Scrutinise the work of the City Mayor and Deputy City Mayors and areas of the Council's work overseen by them.
- Consider cross cutting issues such as monitoring of petitions
- Consider cross-cutting issues which span across Executive portfolios.
- Manage the work of Scrutiny Commissions where the proposed work is considered to have impact on more than one portfolio.
- Consider work which would normally be considered by a Scrutiny Commission but cannot be considered in time due to scheduling issues.
- Report annually to Council.
- Be responsible for overseeing the work of scrutiny and the commissions and to refer certain matters to particular commissions as appropriate.

SCRUTINY COMMISSIONS

Scrutiny Commissions **will**:

- Normally undertake overview of Executive work, reviewing items for Executive decision where it chooses.
- Engage in policy development within its remit.
- Normally be attended by the relevant Executive Member(s), who will be a standing invitee.
- Have their own work programme and may make recommendations to the Executive on work areas where appropriate.
- Consider requests by the Executive to carry forward items of work and report to the Executive as appropriate.
- Report on their work to Council from time to time as required.
- Be classed as specific Scrutiny Committees in terms of legislation but will refer cross cutting work to the OSC.

Tourism, Culture and Economy

Director, Peter Chandler

Key Service Leads

Arts & Museums : Jo Jones

De Montfort Hall & Haymarket Theatre : Tony Flint

City Centre Director: Sarah Harrison

Festivals & Events and Cultural Policy: Graham Callister

Place Marketing/ Visit Leicester: Mike Denby

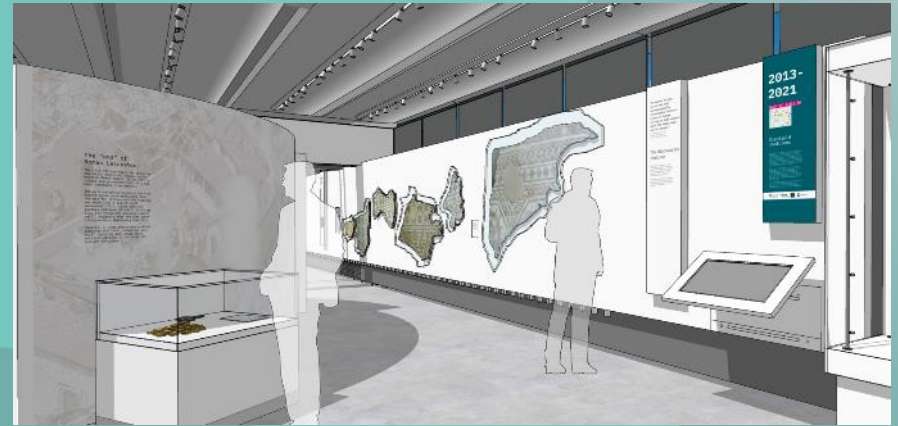
Services relevant to commission

- Museum and visitor attraction services at 6 key sites – Leicester Museum, Jewry Wall, Leicester Guildhall, KRIII Visitor Centre, Abbey Pumping Station and Newarke Houses Museum
- Music, comedy, panto and more at De Montfort Hall
- ⁵¹Arts based training at Haymarket Theatre for hundreds of young people
- Promoting Leicester's heritage e.g. via Story of Leicester website, digital content, heritage panels, exhibitions
- Delivering a vibrant festivals and events programme, directly through the council and via support for others

Services relevant to commission (cont'd)

- Support for the record office (statutory) in partnership with Leicestershire and Rutland County Councils
- Tourism campaigns to drive the visitor economy and to animate the city centre
- Place Marketing initiatives that position Leicester as a great place to live / work / study / visit / invest
- Cultural and Creative Industries Policy Development

Jewry Wall Museum - Opens 26th July









Walking & cycling trails

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FITCATION
ACTIVE ESCAPES
IN LEICESTER & LEICESTERSHIRE





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Key Priorities

Policy

New Cultural and Creative Industries Strategy & Museums Vision & Strategic Priorities

Arts and Museums

Strengthening engagement work with schools and communities

Developing new art, climate change and social history galleries

Creating exceptional visitor experiences through capital investment at Jewry Wall & LMAG

ACE NPO funding 2023-26 £1.2m



Leicester
City Council

Hub & Spoke Model: Offsite Activities

Museums & collections taken offsite to locations across the city.

- **Library & Neighbourhood Centres**
- **Shopping Centres**
- **Popping to the Shops exhibitions:** libraries & museums
- **Festivals**

28% increase in offsite Engagement:

2018/19: 61,609

2023/24: 79,017



Key Priorities

De Montfort Hall & Haymarket Theatre

- Delivering an exciting and balanced programme for audiences
- Investing in the buildings and key partner/stakeholder relationships
- 69 • Maximising cost efficiencies and driving income

Tourism

- Support destination marketing campaigns (Taste the Place, Fitcation, Uncover the Story etc)
- Promote Leicester's Old Town
- Develop an Ambassadors scheme for residents and front of house teams to better promote the city offer



Key Priorities

Heritage

Heritage Panel scheme

Improved online offer- Story of Leicester

NLHF funded Heritage Places programme

£250k first phase just started



Festivals

Animating the city centre & city parks with high quality events

Improving co-ordination & promotion of the city festivals offer

Securing external resources to support new activity

Working with communities & festival organisers to improve programming and participation

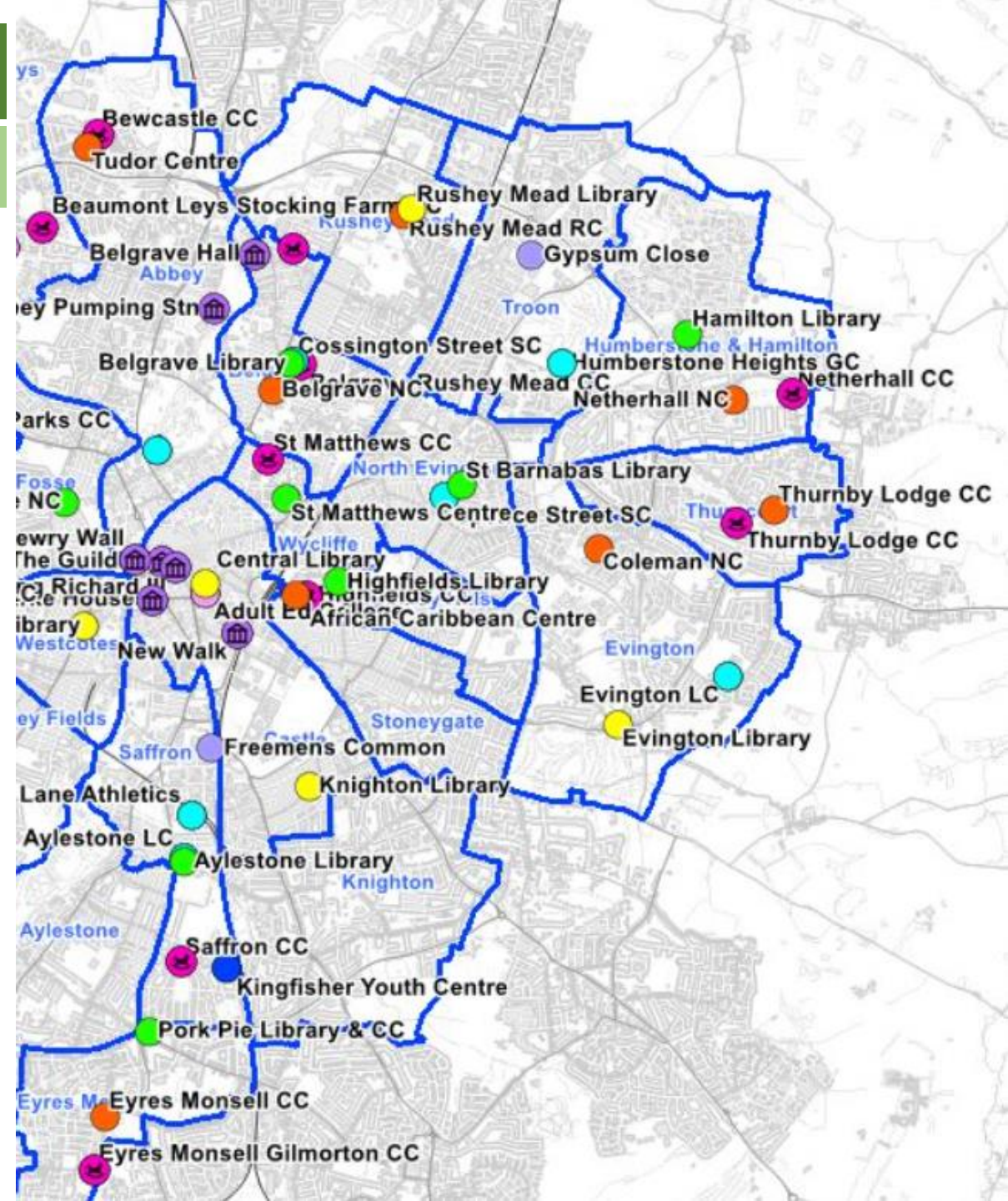
Neighbourhood and Environmental Services JUNE 2025

Scrutiny Report

Neighbourhood & Environmental Services

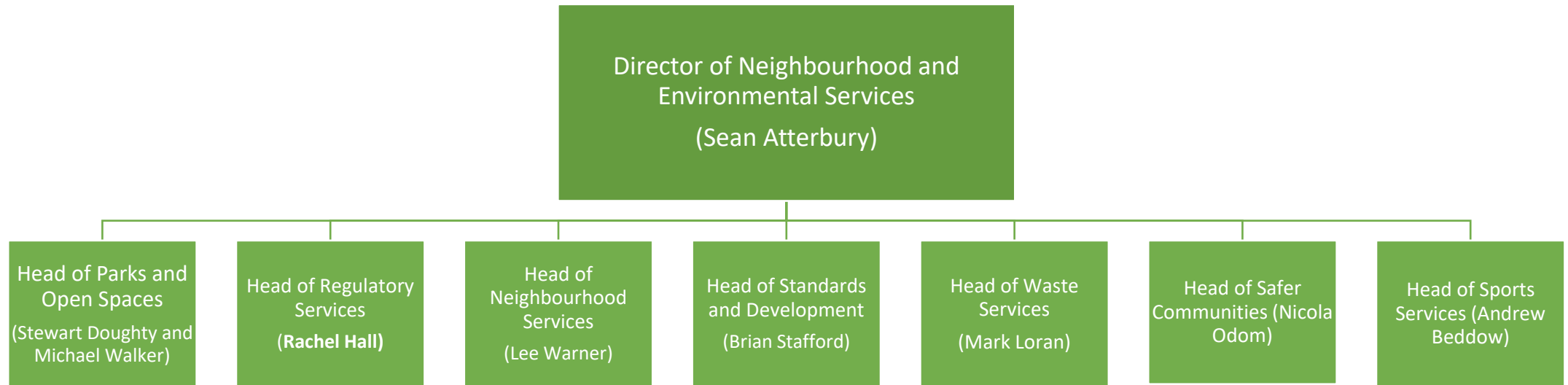
Scrutiny Overview

- Is the largest division of City Development and Neighbourhoods
- Provides services that support residents across the city and in our communities
- Is not just about places, but also about people
- Contributes to the health and wellbeing of society through its services and the opportunities it provides



Divisional Structure

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Headline responsibilities

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Parks and open spaces

- Trees
- Bereavement
- Volunteers
- Grounds maintenance
- Street cleansing

Regulatory Services

- Trading standards
- Taxi
- Licensing and enforcement
- Private Sector Housing
- Selective Licensing
- Food
- Noise

Standards and Development

- Allotments / community growing spaces
- City Wardens
- Fly tipping
- EnviroCrime
- Landscape development
- Pest and Dogs

Neighbourhood Services

- Library services
- Reader development
- Childrens Book bus
- Neighbourhood Centres
- Ward funding schemes

Waste Services

- Biffa PFI contract
- Household waste site operations
- Bulky waste administration
- Waste Strategy development
- Waste education

Safer Communities

- Community Safety Team
- CRASBU / HASBU team
- Prevent
- Changing futures
- Community Safety partnership

Sports Services (Active Leicester)

- Leisure Centre provision
- Athletics
- Outdoor recreation
- City wide strategy development

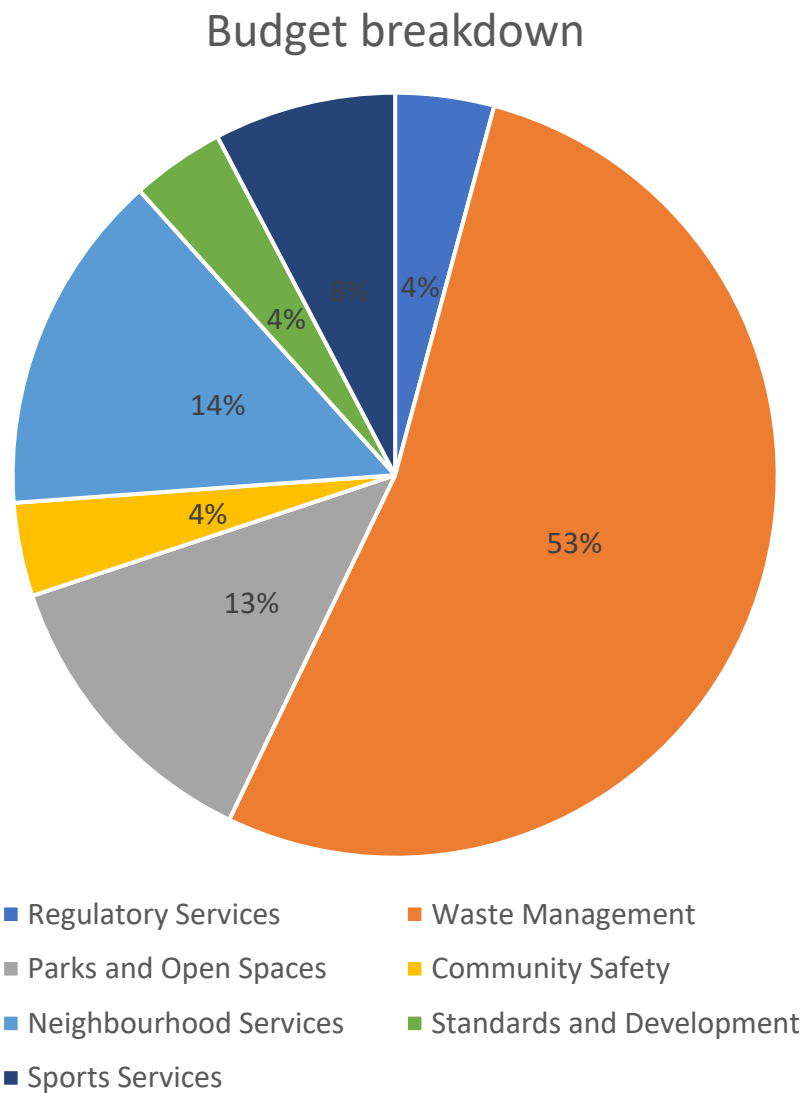
Neighbourhood & Environmental Services

Scrutiny Overview

Net Budget breakdown

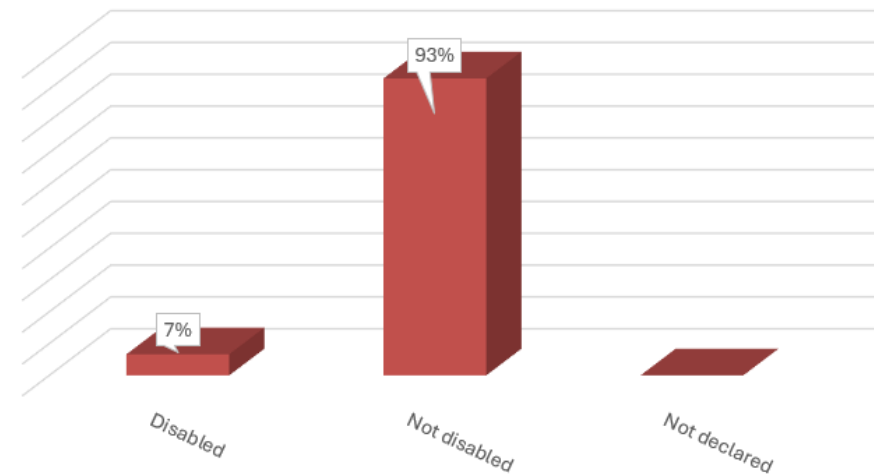
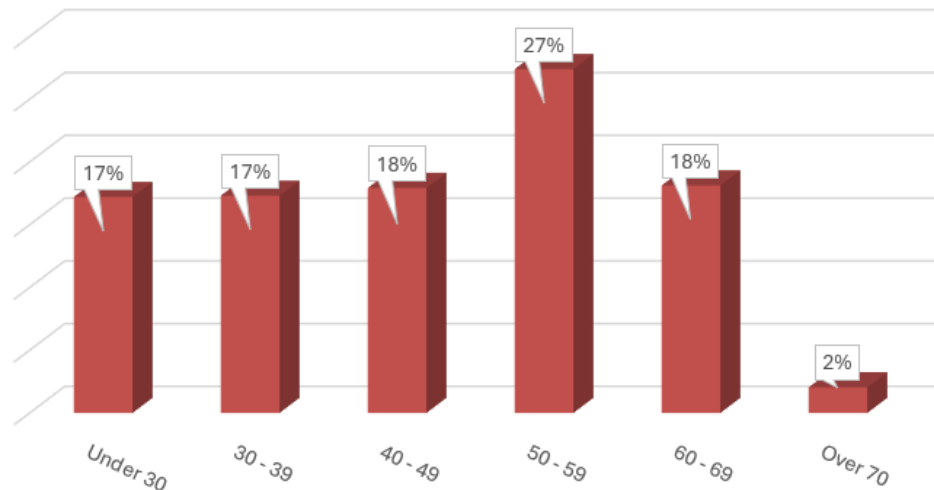
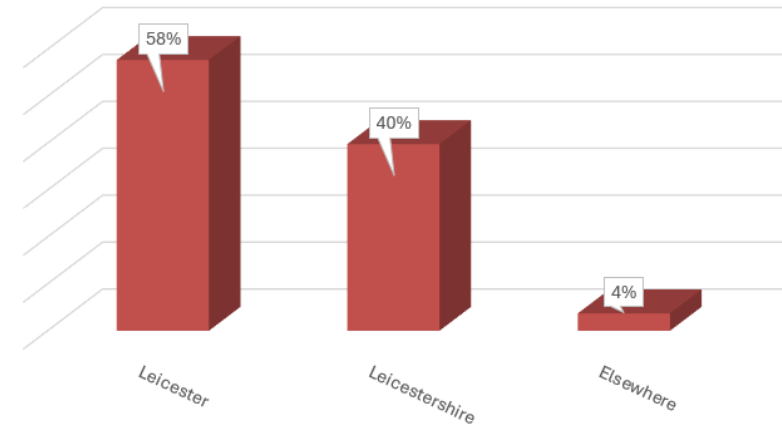
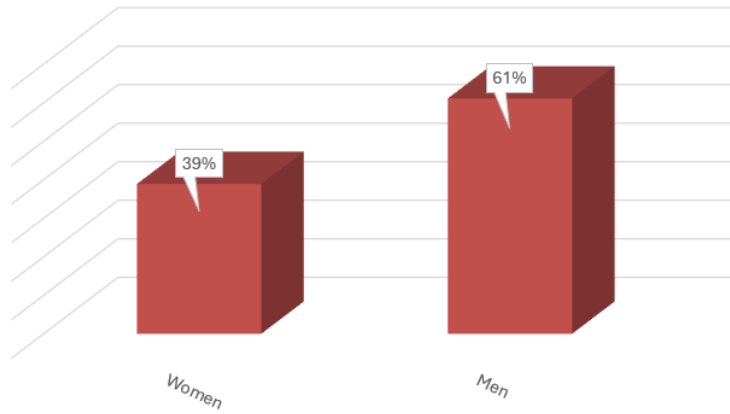
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Service	
Regulatory Services	£1.9m
Waste Management	£24.1m
Parks and Open Spaces	£5.8m
Safer Communities	£1.8m
Neighbourhood Services	£6.6m
Standards and Development	£1.8m
Sports Services	£3.5m
Overall	£45.5m



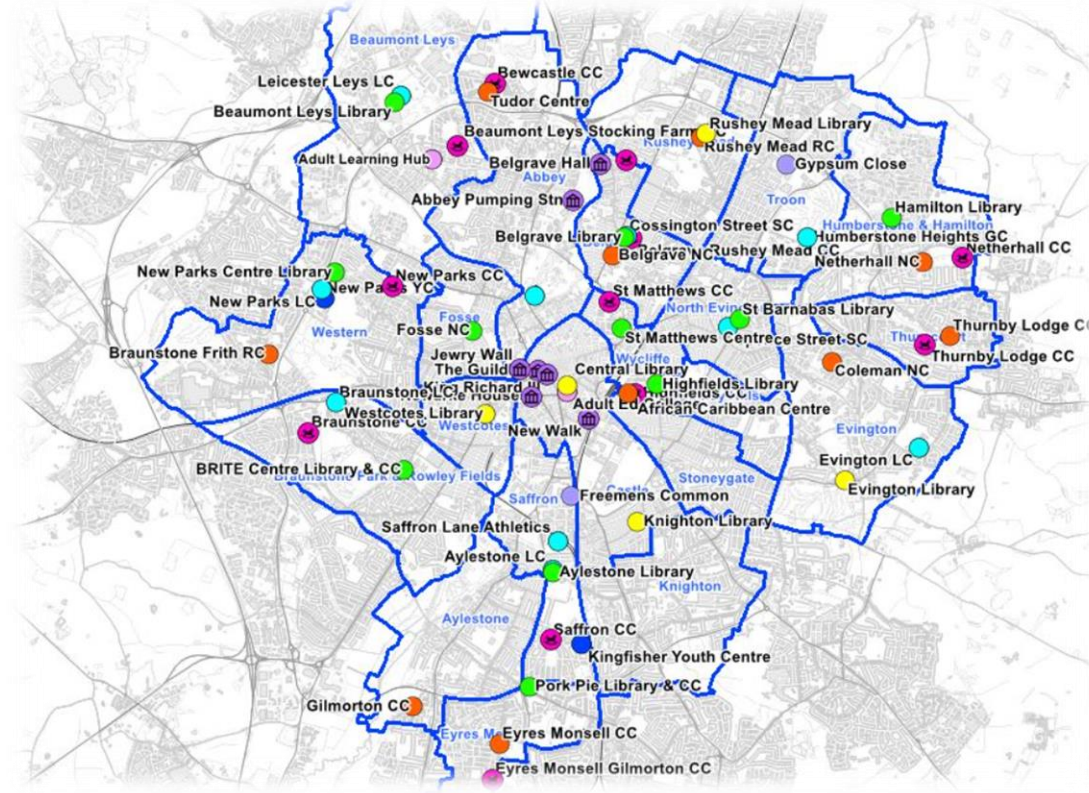
People profile

Headcount	975
FTE	786



Neighbourhood & Environmental Services

Scrutiny Overview



Questions

King Richard III Visitor Centre Café Business Case

Culture & Neighbourhoods Scrutiny Commission

Date of meeting: 19th June 2025

Lead director/officer: Peter Chandler / Phil Hackett

Useful information

- Ward(s) affected: Castle
- Report author: Phil Hackett, General Manager, King Richard III Visitor Centre
- Author contact details: philip.hackett@leicester.gov.uk 0116 454 3111
- Report version number: Version 1

1. Summary

A £551k Capital investment loan is to be used to redevelop the catering offer and to improve inter-linked elements of the service provision at the King Richard III Visitor Centre to reduce expenditure and increase income generation. These include the following physical changes to the building and changes to the operational management of those areas:

- Relocation of the existing catering offer to be in-front of the pay perimeter from the rear of the attraction (behind the pay perimeter); bringing it to the front of the property, making it available for both King Richard III Visitor Centre ticket holders, non-paying visitors to the Visit Leicester Information Centre and passing trade from the pedestrianised streets of Old Town.
- Converting the existing Murder Mystery & Mayhem temporary exhibition space into a café seating area, with public toilet facilities, lowered floor and insertion of a doorway to create public access entrance from the reception area, will also include a lowered front elevation windows looking on to the pedestrianised street of St Martins.
- Converting the existing reception / retail / ticket sales point, into a reception / retail / ticket / café servery sales point, combining the operational teams.
- Creating an exterior seasonal seating area under the entrance portico and on the pedestrianised street of St Martins.
- Clearing of the existing café seating area to create a dedicated schools and education facility (hireable space).
- Releasing the King's Suite (hireable space), for additional availability for private / corporate hire income, currently used regularly for schools & education visits.

2. Recommendation(s) to scrutiny:

Culture & Neighbourhoods Scrutiny Commission are invited to:

- To note the report

3. Detailed report

Through the 2025/26 Capital Programme Report, Council approved the addition of £551k at the King Richard III Centre as an invest-to-save scheme. The works and changes

proposed are expected to cost £551k based on a RIBA Stage 3 Estates & Building Services Capital Projects plan.

The capital costs are due to be financed through prudential borrowing over a 10-year period. This results in an annual revenue cost of £72k. Revenue savings of £111k have been identified to more than cover the cost of the borrowing, through operational savings and increased income generation, delivering an estimated net saving to the Council of £39k per year. There is a further potential £65k from passing customers, increasing the potential annual financial benefit to £104k per year.

Increased Income Generation: £75k

- **Additional Income £75k from Existing Customers:** Currently only King Richard III Visitor Centre ticket holders can access the existing café; relocating the café gives Visit Leicester 35k-40k visitors per annum who come to browse the shop and obtain Visitor Information. **£75k** (assuming 30k visitors at an average spend per head of £2.50, NB: Visit Leicester visitor numbers in 2024 were 41,276)

Reduced Operational Costs: £36k

- **Reduced Costs £36k from Operational Changes:** Relocating the café to the front of the building and combining it with the Reception, Ticket & Retail Sales area, reduces the power and energy consumption for the site and reduces the number of staff required to be on duty during the off-season. Currently we operate two operational areas, that require two teams of staff and all the equipment for both areas all year round, these changes reduce that down to one operational area. Reducing operational costs by **£36k** per annum.

Possible Additional Increased Income Generation: £65k per annum

- **Possible Additional Income £65k from Passing Trade:** Relocating the café to the front of the building, in front of the pay perimeter gives the café access to the passing trade in Old Town, St Martin's and Cathedral Gardens that have in the past been in the range of 175k-300k footfall per annum. **£65k** per annum (10% of mean footfall, 26.2k visitors at £2.50 Spend per Head (SPH), NB: the current Café operates at £2.64 SPH)

Project Development Overview

The redevelopment of the KRIII Café has sought advice from external catering consultants, with multiple options investigated and costed to find the most suitable business model to maximise income generation while maintaining customer satisfaction levels.

We have also sought advice from LCC's Estates & Building Services Capital Projects Team who have assessed multiple physical layout options to create the best adaptation of a historic building within a Statutory Ancient Monument and a busy visitor attraction that delivers an excellent catering service while supporting the existing business models and maintaining excellent customer satisfaction levels.

This has then been developed and survey works have also been undertaken to get the project to RIBA Stage 2 and to reduce contingency funding as much as possible.

Project Cost Estimates

Cost Element		RIBA 2 Estimate
Construction Cost		£265,000
Main Contractor Prelims	20%	£53,000
Main Contractor OHP	10%	£27,000
Design Risk and Construction Contingency	15%	£61,000
Sub Total		£406,000
Surveys	5%	£0
Client Directs: FF&E		£10,000
Client Directs: ICT		£5,000
Design and Professional Fees (Externals)	15%	£35,000
Design Team Fees (EBS)	10%	£35,000
Sub Total		£85,000
Project Client Retained Contingency	10%	£43,000
Future Inflation	4%	£17,000
Sub Total		£60,000
Project Total		£551,000

Project Timescale Estimates

The project timescale is estimated to take 18 months from RIBA Stage 3 Design to Practical Completion to accommodate the Scheduled Ancient Monuments Consent planning process and will be timed so that the major practical works occur during the annual maintenance period when the site closes (each year) in December and January 2026/27.

4. Financial, legal, equalities, climate emergency and other implications

4.1 Financial Implications

As set out within the body of the report, £551k was approved as an addition to the 2025/26 capital programme through the budget report to Council in February 2025. The cost of financing this through prudential borrowing over 10 years is £72k. Revenue improvements of between £111k and £176k have been identified, which more than cover the cost of borrowing. The maximum annual net benefit could be as much as £104k, as shown in the table below, but will be subject to the increase in café customer numbers:

		Additional Cost / (Saving)	
	Prudential Borrowing	£72k	
	Operational Running Costs	(£36k)	
	Additional Income from Visit Leicester Customers	(£75k)	
	Additional Income from New Customers	(£65k)	
	Maximum Net Revenue Saving	(£104k)	
Signed: Stuart McAvoy			
Dated: 30 th May 2025			

Procurement

The proposals will clearly involve procuring the services of several providers (design consultancy, contactors etc.). Consideration will need to be given to whether these are procured under one or more of the Council's existing frameworks or form part of new tenders. If the former, the procurement(s) will be by way of call-off and will fall within the remit of the Public Contract Regulations 2015. If the services are to be procured by way of stand-alone tenders, these will be governed by the Procurement Act 2023.

In both cases the procurement and legal teams should be contacted in the normal way to provide advice and support in relation to those arrangements and ensure compliance with both relevant legislation and the Council's own internal Contract Procedure Rules

Current arrangements with third parties

If the reconfiguration of services at the Visitor Centre involves the replacement of the current service providers, the same considerations as above in relation to procurement will apply. It will also be necessary to consider any potential exit issues, for example in relation to terminating existing contracts and any potential redundancy, TUPE or other employment implications.

Impact on users

The proposed investment in the Centre seems likely to have a positive effect on users of the building, but if there are any reductions in the availability to users the impact of these should be properly understood. It is doubtful that a duty to consult would arise, but communicating the changes will need to be carefully communicated and managed. The specific implications around the impact on users from an equalities law perspective are addressed below.

Signed: Emma Young

Dated: 3 June 2025

4.3 Equalities Implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't. The PSED cannot be delegated

and therefore, the responsibility remains with the authority to put into place mechanisms by which these statutory duties can be stipulated as a requirement and monitored.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This paper is for noting and outlines the business case for redeveloping the catering offer and improving service provision at the King Richard III Visitor Centre Café. A key consideration for this project should be ensuring the space is fully accessible and inclusive for all visitors. The design must adhere to accessible design principles to enable individuals with diverse protected characteristics to comfortably access and utilise the space.

Signed: Equalities Officer, Surinder Singh, Ext 37 4148

Dated: 23 May 2025

4.4 Climate Emergency Implications

With the potential for an additional 56.2k cafe patrons, best practice for sustainable waste management should be incorporated into both the building works and ongoing/future operations. In this case, alongside segregated recyclables and general waste from operations and front of house, there is now a legal requirement to separate food waste for collection and recycling which will need to be addressed as part of the operations and refurbishment plan. Food waste that is not segregated has a higher carbon impact because it generates methane (a potent greenhouse gas) as it degrades in landfill.

Reuse and/or redeployment of surplus equipment should also be considered as a result of consolidating the space and operation working arrangements.

Due to the high carbon impact of meat, dairy and eggs in particular, the café relaunch is an appropriate time to review the menu to ensure that the café is offering a wide selection of plant-based and locally sourced choices.

It should also be checked and confirmed that the predicted uplift in the cafe service has been factored into power/energy use projections.

Any opportunities as part of the refurb to increase energy efficiency should be taken up and the design and construction of the changes should aim to minimise energy use and carbon emissions from the operation of the centre, as well as embodied carbon, referring to the draft standards provided in the council's Sustainable Construction Toolkit. The centre is on the district heating (DH) network, so any extension of the heating system should remain supplied by the DH. Also, any additional hot water should be supplied by the DH.

Signed: Phil Ball, Sustainability Officer, 372246

Dated: 09/06/2025

4.5 Other Implications

None

5. Background information and other papers:

None

6. Summary of appendices:

None

Public Spaces Protection Order (PSPO)

Progress

Scrutiny –
June 2025



Introduction to the PSPO

- City Wardens & Community Safety Staff were tasked with implementation of new LCC Public Space Protection Order commencing from 2nd April 2025.
- A PSPO is a legal tool that can be local authorities to address antisocial behaviour in public areas.
- For Leicester, the PSPO covers the following offences
 - Loitering and Begging.
 - Charity or commercial subscription collectors.
 - Microphones, loudspeakers, megaphones, loudhailers or any other equipment used to amplify the volume of speech or music.
 - Temporary structures
 - Ebikes, Bikes and Scooters

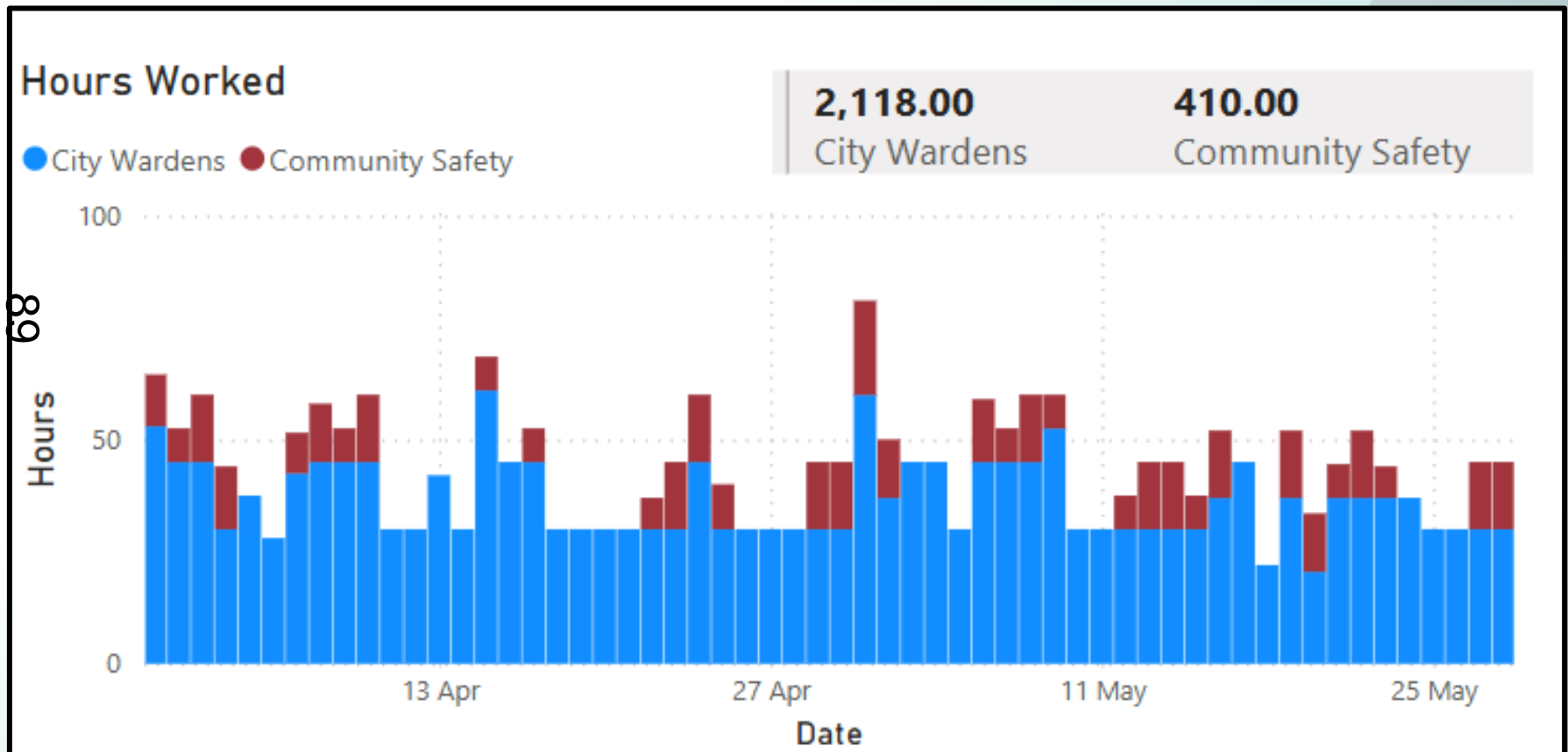
Introduction to the PSPO

- PSPO based in City Centre Zone 1 and around train station providing high visibility.
- Education campaign took place in April – to advise people of new PSPO and enforcement to commence – alongside issuing of fines from 1st May to members of public not conforming to instructions.
- LCC have worked alongside Leics. Police in implementing the PSPO alongside their own operations (Op Pedal Fast for scooters and illegal e-bikes).

Hours worked

- Target hours for PSPO work was 8 staff per day (56hrs) from City Wardens / Community Safety team.
- Total of 2528hrs worked to date – average of 43hrs per day over April / May (6 staff)
- There was a minimum of 5 staff patrolling every day over the initial period (April)

Hours worked



Engagement

- April saw a month of engagement work continuing into May with the public.
- To date there have been 1077 separate engagements with the public for PSPO work
- Average of 23 engagements per day.
- Most engagement work has been with street lifestyle individuals and cyclists & scooter riders

Engagement & Referrals

104

Amplification

60

Chuggers

348

Cyclists/Scooters/...

4

No fixed abode

375

Street Beggars

117

Street drinkers

103

Temporary Structu...

0

Turning Point

Educational Leaflets Handed Out

6

Amplification

Chuggers

Cyclists/Scooters/Skateboarders

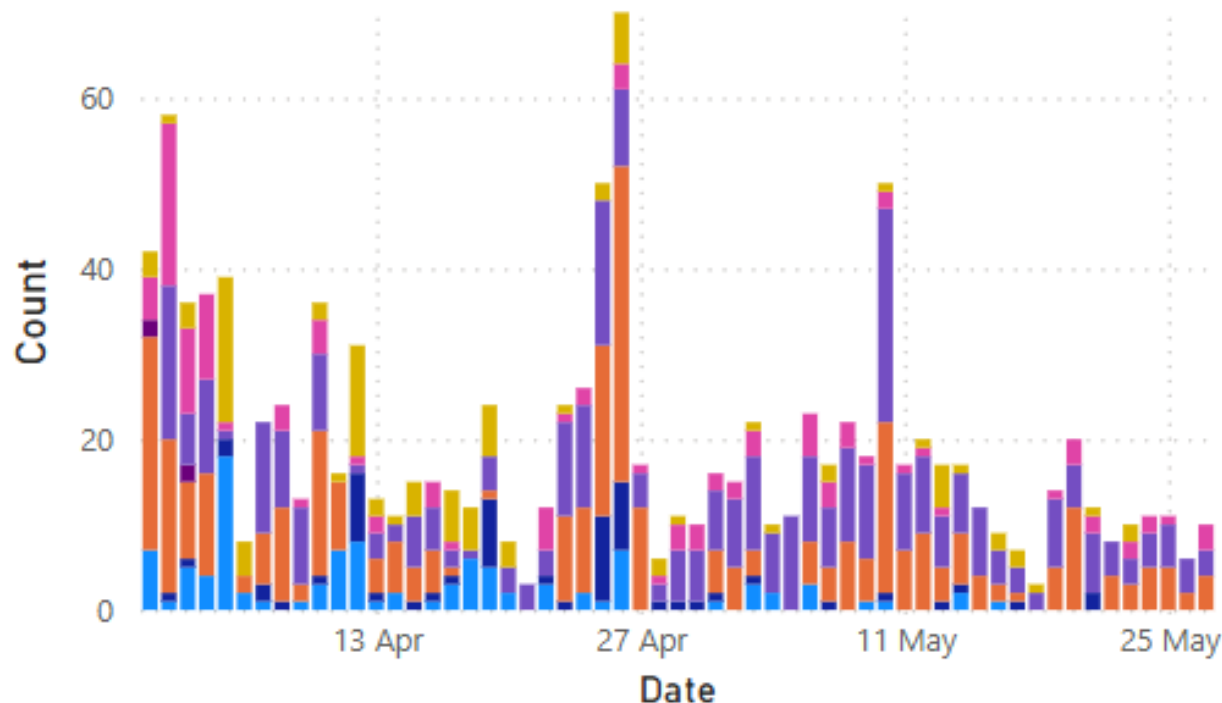
No fixed abode

Street Beggars

Street drinkers

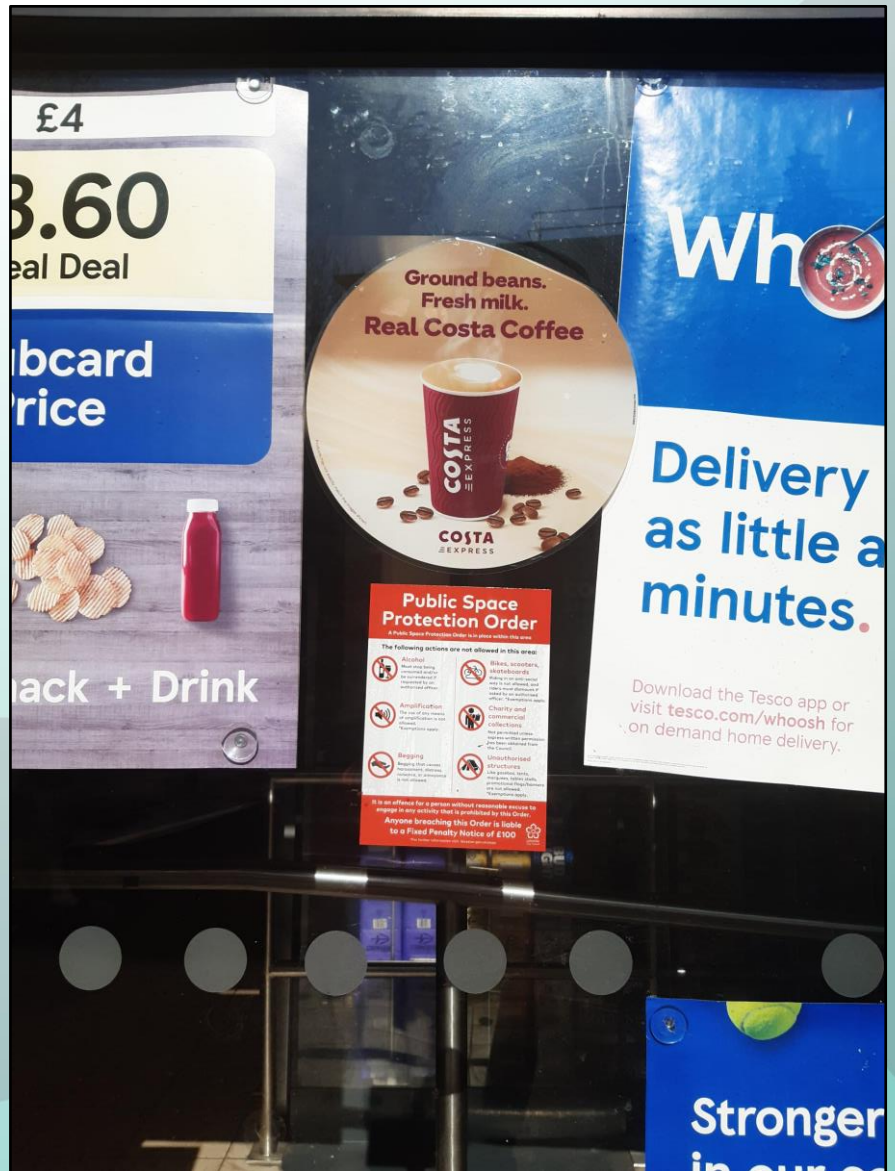
Temporary Structures

Turning Point



92

-
- Key**
[No. of posters]
- 1 (blue circle)
 - 2 (green triangle)
 - 3 (yellow square)
 - 4 (orange diamond)
 - 5 (red star)



Signage

- 38 new signs have been installed across the city centre detailing the PSPO. City Centre Digital displays have also been used to display the posters

Public Space Protection Order

A Public Space Protection Order is in place within this area

The following actions are not allowed in this area:



Alcohol

Must stop being consumed and/or be surrendered if requested by an authorised officer.



Amplification

The use of any means of amplification is not allowed.
*Exemptions apply.



Begging

Begging that causes harassment, distress, nuisance, or annoyance is not allowed.



Bikes, scooters, skateboards

Riding in an anti-social way is not allowed, and riders must dismount if asked by an authorised officer. *Exemptions apply.



Charity and commercial collections

Not permitted unless express written permission has been obtained from the Council.



Unauthorised structures

Like gazebos, tents, marquees, tables stalls, promotional flags/banners are not allowed.
*Exemptions apply.

It is an offence for a person without reasonable excuse to engage in any activity that is prohibited by this Order.

Anyone breaching this Order is liable to a Fixed Penalty Notice of £100

*For further information visit leicester.gov.uk/pspo



Signage locations



Signage locations

96



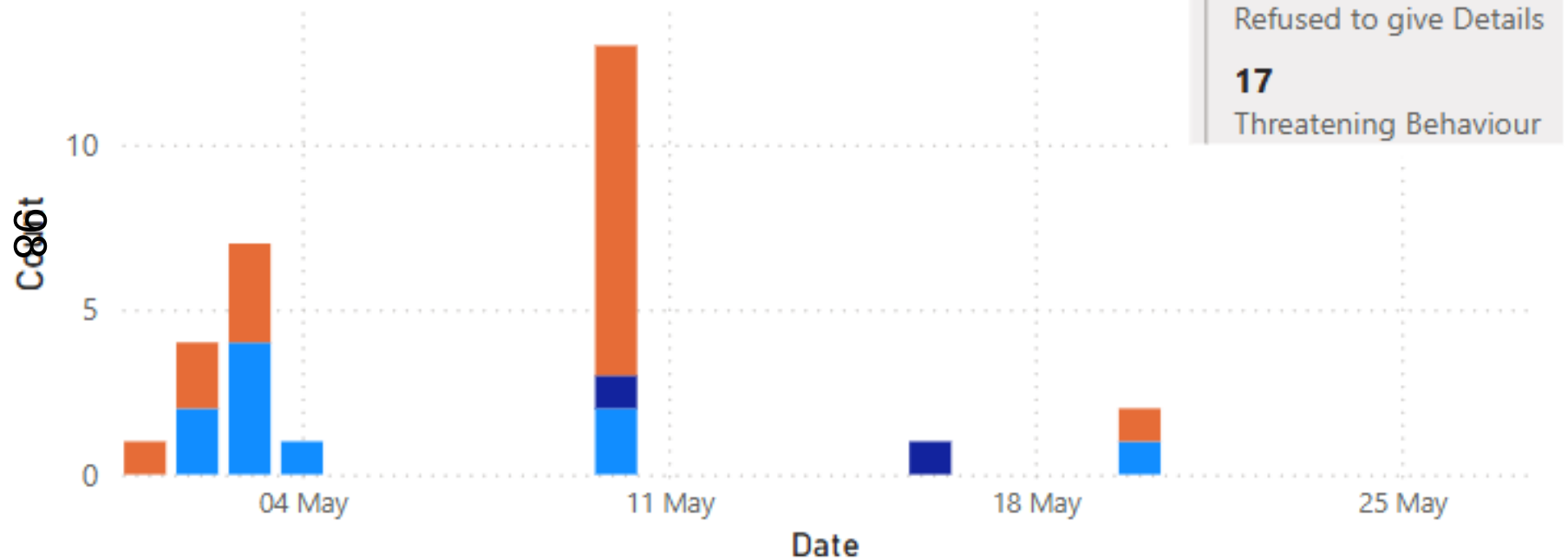
Issuing of Fixed Penalty Notices

- To date, 3 FPN's have been issued. This demonstrates that the engagement work in April was successful.
- There have been challenging situations where FPN's have not been issued – individuals not providing details, being threatening to staff or no available Police support to help issue FPN
- In addition, there have been instances where FPN's have not been given due to other issues – e.g people with No Fixed Abode, refusing to provide details.

FPN's not issued

Reason for FPN not being issued

● No Police Support ● Refused to give Details ● Threatening Behaviour



Support for PSPO

- There has been support from the public for the new PSPO.

It was so nice to walk past the clock tower a couple of times last week with no one shrieking at me about religion.

5w Like Reply

11   

We were in the city centre this morning it was brilliant to see shoppers enjoying sitting on the seats outside the Highcross and not a single delivery rider in sight, long may it last

7w Like Reply

3 

LeicestershireLive

Bookmark 




 Comments 4



LeicestershireLive

Bookmark 



 Comments 40

I went in to town this afternoon and was pleasantly surprised. Seemed vibrant lots of people out in st martins square and a good positive experience.

REPLY  3

 The city centre felt much quieter and calmer than before (Image: LeicestershireLive)

Leicester
City Council

Conclusion

- Large scale engagement has resulted in a reduction in city centre ASB and there is a better “feel” to the city centre.
- Recent press coverage has been positive and there has anecdotal evidence to suggest the roll-out has been a success.
- The project has highlighted further work needed with street lifestyle individuals – police support has been agreed to enable further engagement with these individuals.

Questions?

Household Waste Engagement Survey Findings

Culture & Neighbourhoods Scrutiny Commission

Date of meeting: 19/06/2025

Lead director/officer: Sean Atterbury, Director of
Neighbourhood & Environmental Services

Useful information

- Ward(s) affected: All
- Report author: Debbie White, Waste Strategy and Programme Manager
- Author contact details: debbie.white@leicester.gov.uk
- Report version number: 1.0

1. Summary

- 1.1 This report provides a summary of the Household Waste Collections Engagement Survey including the approach to the engagement survey, the key lines of enquiry in the form of its objectives and scope.
- 1.2 Detailed findings and next steps are set out in the report appended (Appendix A).

2. Recommendation(s) to Scrutiny:

- 2.1 Culture & Neighbourhoods Scrutiny Commission are invited to:
 - Note the contents of the report and findings
 - Comment on the report.

3. Overview

- 3.1 Local authorities have a statutory duty to arrange for the collection, management, treatment and disposal of household waste in their area. As a unitary authority, Leicester City Council is both a Waste Collection Authority and a Waste Disposal Authority, being responsible for end-to-end municipal / household waste management.
- 3.2 The majority of the Council's waste management services are delivered by Biffa Leicester Ltd (Biffa) as part of a 25-year Private Finance Initiative (PFI) contract that commenced in 2003. The existing arrangement with Biffa expires in May 2028.
- 3.3 There are a range of factors that have significant influence on the design of household waste collection services, including:
 - Statutory requirements set by the government that require the Council to focus on reducing the volumes of waste and increase the proportion of recycling produced by households; to ensure that waste and recycling is collected and processed cost-efficiently; and to implement separate weekly food waste collections for all households.
 - Financial pressures and affordability of future waste services.
 - Climate change and the need to reduce the environmental impact of waste.
 - Anticipated growth of household and population numbers in the City.
- 3.4 With future funding linked closely to evidencing both cost and operational efficiency of waste collection services, it is widely recognised by councils in England that providing affordable, sustainable services, and achieving climate and circular economy goals, requires a step change in both consumption and management of waste. The Council's approach to future household waste collections along with household behaviour will therefore play a major role.

- 3.5 The Council sought views from all households on a range of waste-related matters through a Household Waste Collections Engagement Survey. The survey opened on 07 April 2025 for 6 weeks, closing on 19 May 2025.
- 3.6 The objectives of the engagement survey and key lines of enquiry (KLOE) were:
- To understand what influences how households currently manage their waste, including issues with space and understanding of recycling.
 - To inform the public about the reasons for change to future household waste collection services and when this will need to happen.
 - To further understand household attitudes towards waste management and recycling, seeking views on the barriers and support required to i) maximise recycling and reuse, ii) encourage engagement with required changes such as separation of food waste; and iii) make food waste segregation simple and clean in future.
 - To identify household priorities and challenges in relation to waste collections.
 - To inform the Council's approach to future household waste collection services.
- 3.7 The engagement survey included 27 waste-related questions that, with questions separated into a range of themes and topics including general waste, recycling, food waste, and other services.
- 3.8 Responses are detailed in Appendix A and set out into the following sections:
- Household management of waste
 - Household priorities, challenges and concerns
 - Future waste collection services, and
 - Communication preferences.

Response Rate and Representation

- 3.9 We received 5390 responses to the on-line survey over the 6-week period. The response rate of 4% of households is considered an excellent response compared to other City-wide engagements and consultations and provides a vital piece of early evidence in shaping future services.
- 3.10 As the survey was available to all household / residents, and publicised wide via a range of media, respondents were self-selecting and, although not wholly representative of the demography of the City, respondents present a good representation of households / house types that is in alignment with the City housing type make up.

Key Findings

- 3.11 Detailed findings can be found in Appendix A.

Next Steps

- 3.12 The findings from the waste services early engagement and the supporting data analysis will inform a series of recommendations to Council. Recommendations will set out a proposal for developing a new approach for the City that focus on delivering future household waste collection services that are compliant with national reforms, whilst remaining cost-effective, sustainable and fit-for-purpose.

4. Financial, Legal, Equalities, Climate Emergency and Other Implications

4.1 Financial Implications

As a summary of the findings of an engagement exercise, there are no direct financial implications arising from this report. The cost implications of any changes to service arrangements will need careful consideration for future decisions.

Signed: Stuart McAvoy – Head of Finance

Dated: 04 June 2025

4.2 Legal Implications

There are no direct legal implications on this report and the responses to the engagement survey at this stage.

Signed: Jenis Taylor, Project Lawyer (Commercial), Legal Services

Dated: 04 June 2025

4.3 Equalities Implications

Under the Equality Act 2010, public authorities have statutory duties, including the Public Sector Equality Duty (PSED) which means that, in carrying out their functions, decision makers must pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The report provides an overview on the household waste collections engagement survey outcomes. An Equality Impact Assessment (EIA) is currently underway, and this will need to be updated to include the survey outcomes. As cited in the report the survey had a good response rate with some over/under representation across the city's demographic profile, this being in line with other council engagement exercises. The survey also highlighted residents preferred methods of communication and we need to ensure these are taken into account as this area of work is progressed.

The EIA once updated will be appended to the necessary decision report.

Signed: Sukhi Biring, Equalities Officer

Dated: 04 June 2025

4.4 Climate Emergency Implications

There are no significant climate emergency implications arising from this report.

It is important to note however that dealing with Leicester's solid waste and wastewater is estimated to generate about 100,000 tonnes of carbon emissions each year. Waste also adds to the city's carbon emissions arising from the consumption of goods, packaging and raw materials where opportunities to reduce and reuse are missed. Decisions about future household waste management arrangements and associated communications therefore provide a key opportunity to cut carbon in line with our Climate Ready Leicester Plan.

If not already noted, consideration should be given to using these survey findings to help secure investment and/or support for innovation and engagement from the future collection and disposal service provider(s), not just for reducing the transport associated emissions, maximising pre-treatment segregation and minimising contamination, but also in promoting waste reduction and reuse which are equally important to reducing carbon.

Signed: Phil Ball, Sustainability Officer, Energy & Sustainability Service

Dated: 04 June 2025

4.5 Other Implications

None

Signed:

Dated:

5. Background Information and Other Papers:

Summary of Appendices:

Appendix A – Household Waste Collections Engagement Survey – Report of Findings

Appendix B – Survey Questions

Appendix C – Paper Survey



Household Waste Collections Engagement Survey

Report of Findings

Date: 04 June 2025

Author: Debbie White

Version: 1.0

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Household Waste Collections Engagement Survey

Report of Findings

04 June 2025

1. Introduction

1.1 Purpose

This report sets out the key findings from the Household Waste Collections Early Engagement Survey, with a view to identifying household priorities and challenges for the Council to factor in to changes and improvements in future service arrangements.

1.2 Background

Local authorities have a statutory duty to arrange for the collection, management, treatment and disposal of household waste in their area. As a unitary authority, Leicester City Council is both a Waste Collection Authority and a Waste Disposal Authority, being responsible for end-to-end municipal / household waste management.

There are a range of factors that have significant influence on the design of waste management services, in particular how waste is to be collected from households in future. These factors include:

- Statutory requirements set by government / legislative reform that require the Council to:
 - focus on reducing the volumes of waste produced by households (Environmental Improvement Plan 2023);
 - implement separate weekly food waste collections for all households (Resources and Waste Strategy 2018 – Simpler Recycling);
 - ensure that packaging waste / recycling is collected and processed cost-efficiently (Packaging and Packaging Waste Regulations 2024);
 - work towards achieving enhanced national recycling targets (Circular Economy Package 2020);
 - significantly reduce waste that ends up in landfill (Resources and Waste Strategy 2018).
- Financial pressures and affordability of future waste services.
- Climate change and the need to reduce the environmental impact of waste.
- Anticipated growth of household and population numbers in the City.

With future new burdens funding linked closely to evidencing both cost and operational efficiency of waste collection services, it is widely recognised by councils in England that providing affordable, sustainable services, and achieving climate and circular economy goals, requires a step change in both consumption and management of waste. The Council's approach to future household waste collections and household behaviour will therefore play a major role.

1.21 Simpler Recycling Requirements

Simpler Recycling, a key element of the Resources and Waste Strategy 2018, has been developing in recent years, with the latest guidance on recycling collections being announced in November 2024.

The legislation aims to create universal standard for recycling, with the same materials collected by all authorities in England. This will support households to understand what they are able to recycle and enable them to recycle as much as possible at kerbside, as well as removing odorous / putrescent food waste from residual waste bins and treating it in a way that produces energy. In future, households will need to segregate their food waste, and councils are required to provide weekly food waste collections as an additional service.

1.22 Packaging Waste Reforms

Reforms include the introduction of i) Extended Producer Responsibility (EPR) in relation to packaging, with producers being charged fees that are passed through to waste collection and waste disposal authorities in the form of EPR funding to contribute to the costs of collection and treatment of packaging by the authority; and ii) a Deposit Return Scheme (DRS) that allows certain types / sizes of drinks containers to be exchanged for the return of a small deposit (to be determined).

Note: More information on waste and recycling reforms can be found here: [Councillors' guide to waste and recycling reforms, Wednesday 21 May 2025 | Local Government Association](#) with the full guide available here: [Councillors guide to waste and recycling reforms | Local Government Association](#)

1.23 Existing Household Waste Collection Arrangements

The majority of the Council's waste management services are delivered by Biffa Leicester Ltd (Biffa) - as part of a 25-year Private Finance Initiative (PFI) contract that commenced in 2003. Services include providing household waste and recycling collections to more than 143,000 households in the City, with the Council's recycling rate relying heavily on a collection and treatment process that provides mechanical separation of recycling from residual waste.

The existing PFI arrangement with Biffa expires in May 2028. On expiry of the current contract new waste management arrangements will need to be put in place that introduce change in line with national policy – and with what other councils are also delivering - and that prioritise affordability, sustainability and household suitability.

2. Public Engagement 07 April – 19 May 2025

2.1 Approach to Engagement

An on-line engagement survey was developed and publicised via local media, on the Council's website, and via social media, to encourage households to have their say. Elected Members were emailed with the survey link and asked to encourage residents to take part.

Residents were able to request paper copies of the survey and had the option to return them either by post, to City Hall or to a library. Surveys handed out by Housing could also be returned to Housing.

The survey opened on 07 April 2025 and closed after 6 weeks on 19 May 2025. Bin hangers were placed on all bins mid-way through the survey period as a reminder to residents, and to provide further encouragement for residents to participate.

2.2 Objectives and Scope of the Engagement

The Council sought views from all households on a range of waste-related matters including how they currently manage their waste and recycling; challenges with current services; and concerns about potential future changes that the Council will need to make to waste and recycling collection services to comply with recent legislation whilst maintaining an efficient, cost-effective (affordable), and sustainable service in the future.

Objectives and key lines of enquiry (KLOE) of the engagement survey were:

1. To understand what influences how households currently manage their waste, including issues with space and understanding of recycling.
2. To inform the public about the reasons for change to future household waste collection services, including the introduction of separate food waste collections, and when this will need to happen.
3. To further understand household attitudes towards waste management and recycling, seeking views on the barriers and support required to i) maximise recycling and reuse, ii) encourage engagement with required service changes such as separation of food waste; and iii) make food waste segregation simple and clean in future.
4. To identify household priorities and challenges in relation to waste collections.
5. To inform the Council's approach to future household waste collection services.

The engagement survey included 27 waste-related questions that, for the most-part, focussed on household waste and recycling collections. Questions were separated into the following themes / topics:

- Your household and your space.
- How you manage your waste and recycling.
- What is most important to you about your household waste collection services, including current challenges.
- What other waste services do you use.
- What you think about the requirement for the Council to introduce separate weekly food waste collections.
- What concerns you most about potential changes to future waste collection services.
- Your preferences in terms of how the Council communicates with you.

2.3 Hypothesis

At the outset our expectations in relation to engagement outcomes were that:

- a) **Services are valued by residents and are likely to want to have their say**
Reliable household waste and recycling services are considered as highly valued by residents, and it was therefore anticipated that a good response would be achieved to the survey. Using other Council consultations as a benchmark, a response rate of between 3 and 5% of c.143,500 households would be considered very good.

- b) Residents have concerns about food waste, but this is becoming better understood (KLOE 2, KLOE 3, KLOE 4)

National research by the Waste and Resources Action Programme (WRAP), along with engagement by other councils as part of a pilot scheme, identified that the need to introduce segregated food waste collections is generally met with some scepticism. Our expectation was therefore that, whilst acknowledging that other councils have, and are continuing, to effectively introduce the new service, households would have concerns about the impact on them of having to separate food waste in the future.

- c) The convenience of Leicester's arrangement may place limitation on residents' understanding of recycling (KLOE 1, KLOE 3)

Earlier in the report (section 1.23) we noted that a significant proportion (around 50%) of recycling from household waste collections relies heavily on a process that mechanically separates recycling from residual waste placed in the black bin.

Historical communications with residents have supported the concept that, although recycling can be separated and put out for collection in the orange bag, mixing it with residual waste in the black bin is also acceptable as it can be sifted out at the treatment stage.

Despite communications focussing on the importance of separating recycling from residual waste, we expected that limited understanding about household responsibility to separate recycling would be apparent, with inconvenience and indoor storage space also being important factors.

- d) There may be space issues, particularly in terraced properties (KLOE 1, KLOE 3, KLOE4)

Past engagement with residents has identified that some households – particularly those living in flush-fronted terraces (with front doors opening on to the street) and limited space at the rear - are likely to raise challenges with outdoor space for storing bins.

- e) In shared block accommodation residents are less engaged in waste processes (KLOE 1, KLOE3)

Of the 143,500 households in the City, c.20% live in accommodation that are serviced by communal waste collections, i.e. those with shared bins and / or bin stores and shared responsibility for waste and recycling. Effective engagement with these households is challenging – generally due to a perceived lack of individual influence - and engagement levels were therefore expected to be much lower than with households that receive their own kerbside collection of household waste.

3. Understanding What Households Put in their Bin

3.1 Waste Composition Analysis

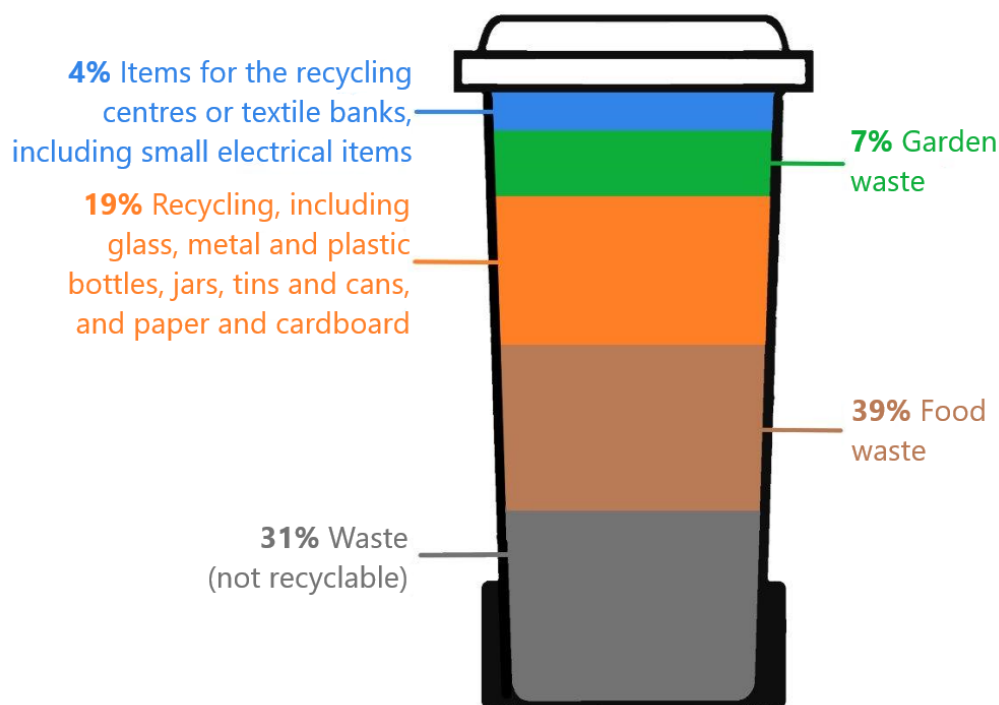
An analysis of the composition of household waste was conducted in late 2023 to support improved understanding of what Leicester households put in their bins / bags, and how much of this is recyclable and non-recyclable material.

The process involved an external waste research provider expertly sorting and categorising residual waste, garden waste and recycling from a carefully selected representative sample of households on different days of the week over a four-week period.

The sample comprised a range of household types with different collection days as follows:

OAC Supergroup number	Supergroup name	% Population	Number of households included in kerbside sample
2	Cosmopolitans	9%	35
3	Ethnicity central	7%	
4	Multicultural metropolitans	59%	150
5	Urbanites	7%	30
6	Suburbanites	5%	
7	Constrained City Dwellers	3%	
8	Hard pressed living	10%	35
Total		100%	250

Findings showed that general waste makes up less than a third of the contents of the average household black bin, with more than two thirds of the contents consisting of either food waste or materials that could be recycled, either at kerbside or at the recycling centres.



In simple terms, the 2023 waste composition analysis shows that an average household's black bin contains:

Food Waste	Recyclable Materials	Non-recyclable Materials
c.40%	c.30%	c.30%

Our Waste Composition Analysis identified that almost 40% of what goes in an average black bin is food waste.

Local waste and data analysis, supported by Waste and Resources Action Programme (WRAP) data, identifies that, on average, each household in Leicester puts almost 700kg of waste and recycling in their bins / bags each year, with the majority of food waste being edible food (and drink) waste. This is in line with the national average.

Based on the data provided by WRAP, it is estimated that throwing away edible food waste costs an average Leicester household in excess of £800 per annum.

4. Cost of Household Waste Collections

In 2023/24 the Council paid BLL charges of c.£18.7 million related to the collection and treatment / disposal of household waste and recycling from kerbside. Three quarters of this cost (c.£14m) related to collections and treatment of the contents of the black bin that currently includes food waste.

Whilst providing separate weekly food waste collections to households is a future legislative requirement and is estimated to add around £1.7m to annual operating costs, adjusting waste collection services to cost-effectively accommodate the required change is an opportunity to avoid further unnecessary costs to the service.

5. Engagement Survey Findings

5.2 Response Rate – Hypothesis (a)

We received 5390 responses to the survey over the 6-week period. The response rate of 4% of households is considered an excellent response compared to other City-wide engagements and consultations and provides a vital piece of early evidence in shaping future services.

Note: Tables, charts and graphs may sometimes total (minimally) more or less than 100% as figures have been rounded up or down to the nearest percentage point.

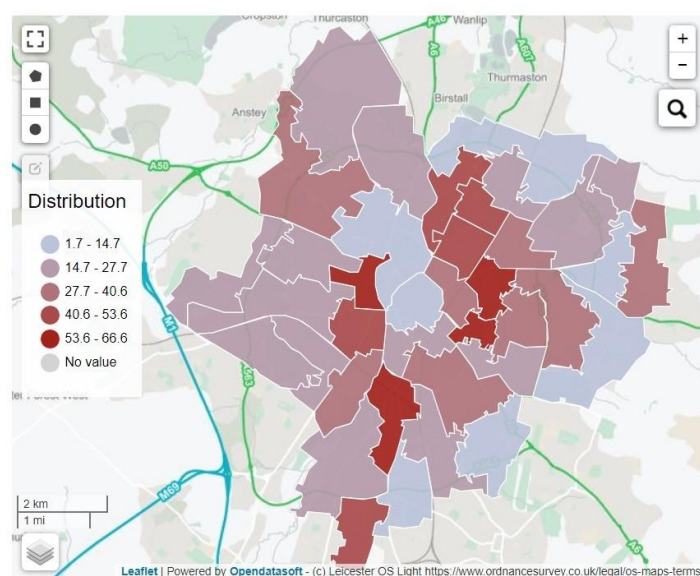
5.2 Overview of Households / Representation – KLOE 1, KLOE 3 / Hypothesis (a), Hypothesis (e)

As the survey was available to all household / residents, and publicised wide via a range of media, respondents were self-selecting and, although not wholly representative of the demography of the City, respondents present a good representation of households / house types that is in alignment with the City housing type make up.

Recognising the need for future household waste collections service to be suitable for all households / house types, and the challenges presented in densely populated areas with terraced streets, mapping was completed to identify the distribution and density of terraced properties across the City.

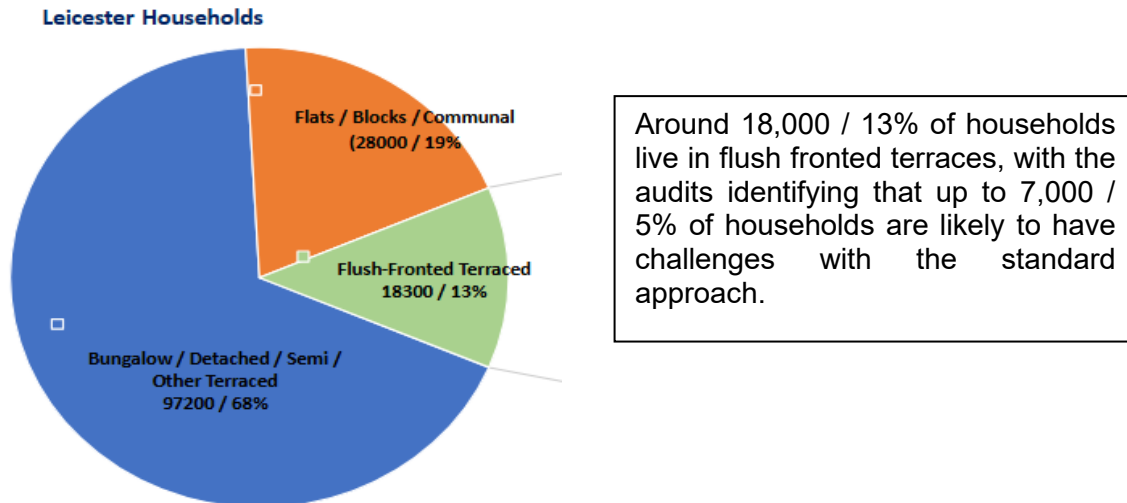
5.2.1 Density of Terraced Houses in Leicester

Terraced Households by MSOA (source – planning gazetteer)



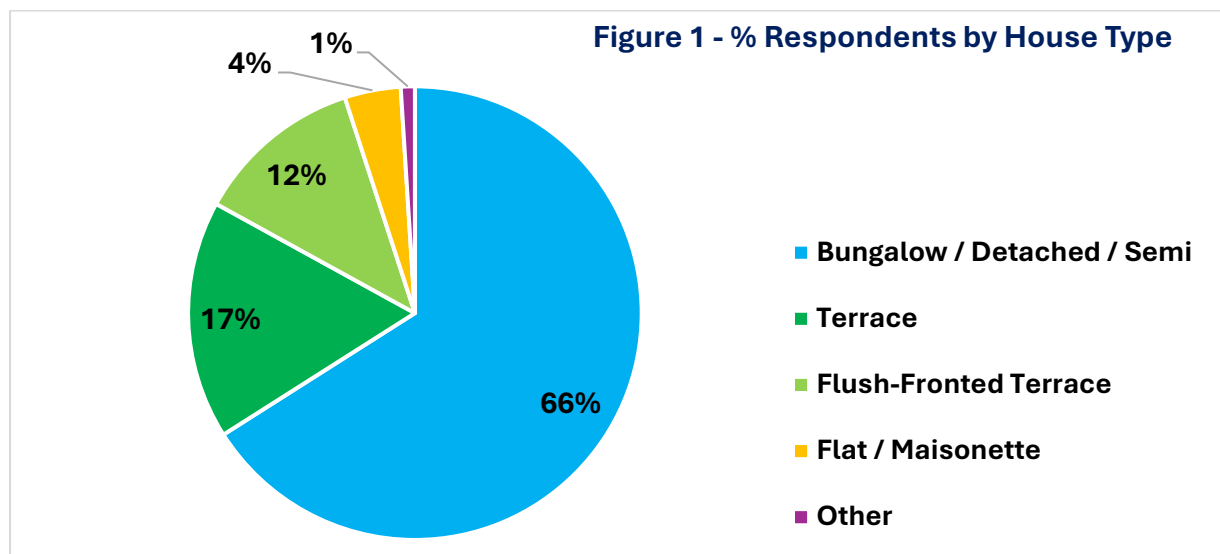
Area Name	Proportion (%)
Newfoundpool	66.59
Highfields South	61.65
Spinney Hill Road	59.50
Aylestone North & Saffron Fields	54.02
Belgrave South	49.76
Belgrave North East	47.83
Belgrave North West	44.84
Eyres Monsell	41.62
West End & Westcotes	40.57
Rowley Fields & Faircharm	39.74
Northfields & Merrydale	38.56
Crown Hills	33.78
Clarendon Park & Stoneygate South	32.75
North Evington & Rowlatts Hill	31.36
Thurnby Lodge	30.26
St Matthews & Highfields North	29.43
Bradgate Heights & Beaumont Leys	27.35
Braunstone Park East	26.00
Stocking Farm & Mowmacre	25.64
Stoneygate North	24.44
Leicester City South	24.06
Kirby Frith	23.07
Hamilton North	22.77
Beaumont Park	21.77
Rushey Mead South	21.56
Aylestone South	21.12
New Parks & Stokeswood	20.59
Braunstone Park West	19.85

In addition, waste policy and capacity audits were conducted in relation to standard household waste and recycling collection approaches – identifying that households living in flush-fronted terraced properties are more likely to require an exception to the standard approach due to space and / or access constraints.



5.2.2 Responses By House Type (Q3) – Hypothesis (a)

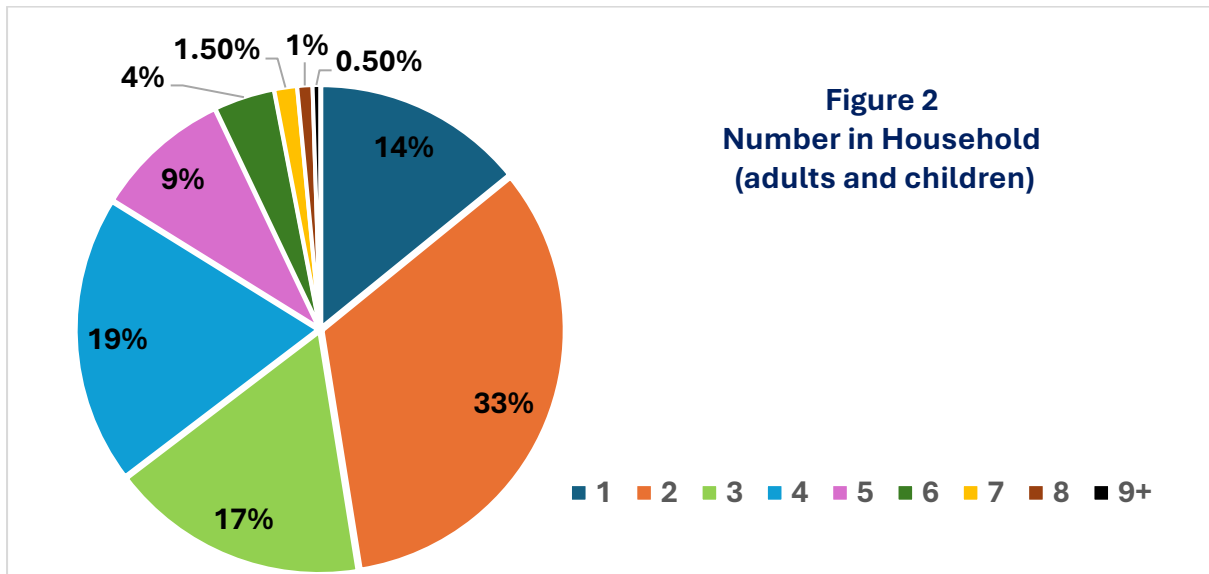
Of key importance to shaping future services is understanding the challenges of providing standard household waste and recycling collection services to specific house types.



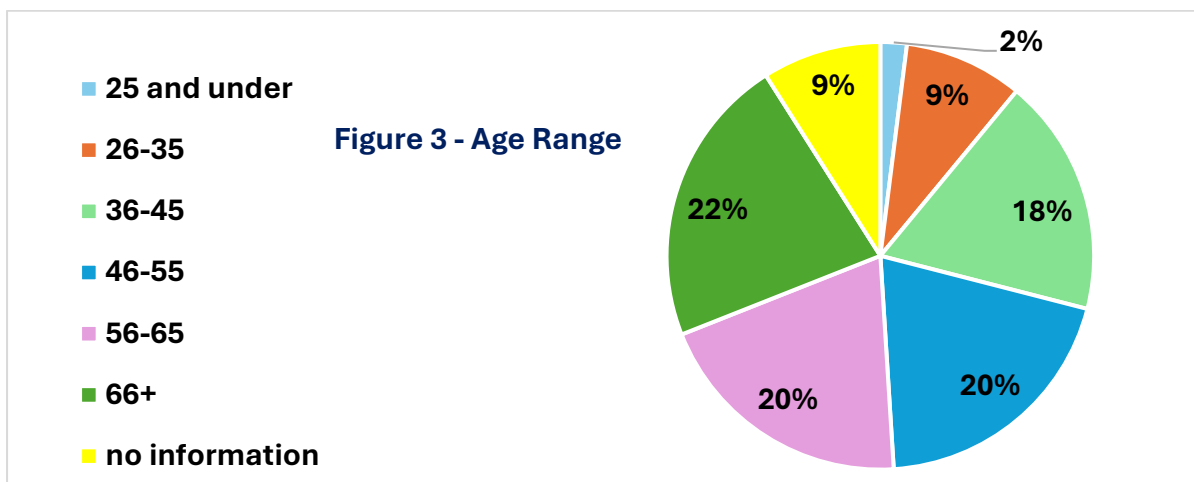
Findings:

- **83%** of respondents live in a bungalow, detached, semi-detached or terraced home **suitable for a standard collection approach**.
- As expected, a **4% response rate from households in flats / maisonettes** is lower than the 20% of households serviced by communal waste collections.
- Having already identified that households living in **flush-fronted properties** are most likely to have challenges with standardised services (due to space and access issues) having **12% of responses from such households** is in line with the **proportion of flush-fronted terraces across the City (13%)** and can therefore be considered as a representative sample size and evidence base.

5.2.3 Responses By Household Size (Q2)



5.2.4 Age of Respondents (Q29)



Findings:

- **Almost half of respondents live in 1 or 2 person households**, with 2-person households representing one third (33%) of respondents, 3 and 4-person households representing more than another third (36%), and 1-person households 14%.
- Larger households – of **5 people or more** represented the remaining 17%.
- A significantly greater proportion of smaller households responding to the survey is seen as indicative of Leicester household sizes and, according to Census data, the tendency towards increasing numbers of smaller households in the City.
- Although the 2021 Census identifies that Leicester is a young City, with more than 50% of residents under the age of 35, 62% of respondents were over the age of 45. The **proportionately lower response rate from the under 35s** could be accounted for by a large student population not living in a single household and therefore unlikely / not anticipated to engage in the survey.
- **9%** of respondents did not **disclose their age**.

5.2.5 Ethnic Background (Q28)

For the purpose of reporting ethnic background has been summarised into the main Census groups.

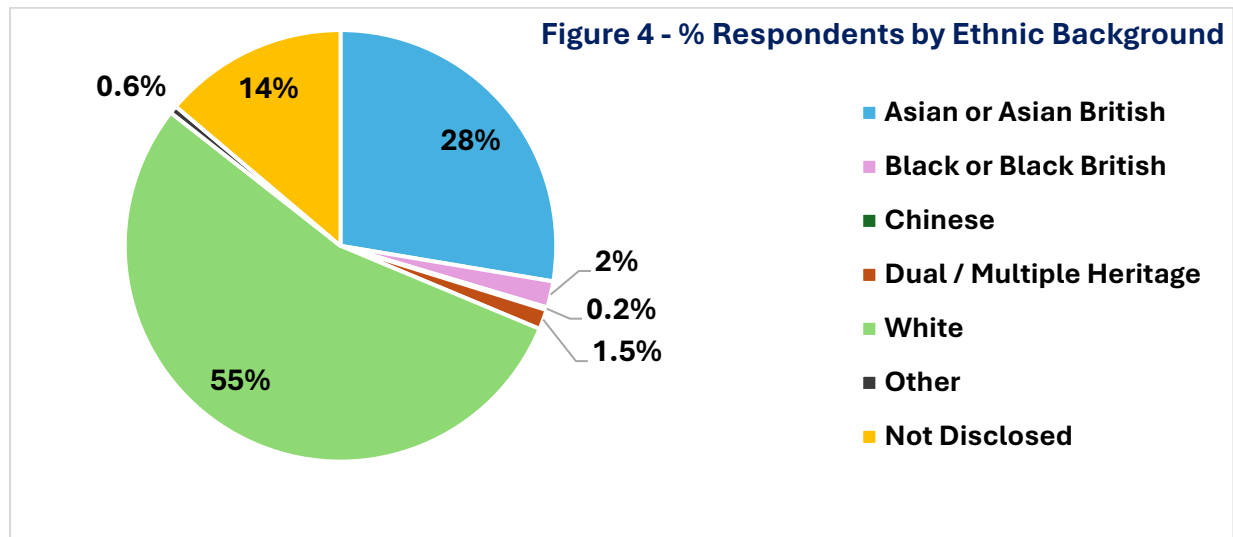


Table 1 - Ethnic Background by Proportion of Leicester Population

Ethnic Background	Survey (% households)	Leicester (2021 Census)
Asian or Asian British	28%	43.4%
Black or Black British	2%	7.7%
Dual / Multiple Heritage	1.5%	3.8%
Other (inc. Chinese)	0.8%	4.1%
White	55%	40.8%

Findings:

- Comparing the ethnic background of survey respondents to that of the Leicester population shows that the demographic profile is **over-representative of residents from a White background** (including White British, White European, White Irish and White Other). However, the proportion of respondents from ethnic backgrounds other than White is **in line with other all-resident surveys and consultations conducted by the Council**.
- 14% of respondents did not disclose their ethnicity.**

5.2.6 Disability (Q30)

18% of respondents identified themselves as having a disability, with 16% having a physical impairment or mobility issues, or long-standing illness or health condition. This compares to the 2021 Census that identifies 16% of residents as disabled under the Equality Act.

Findings:

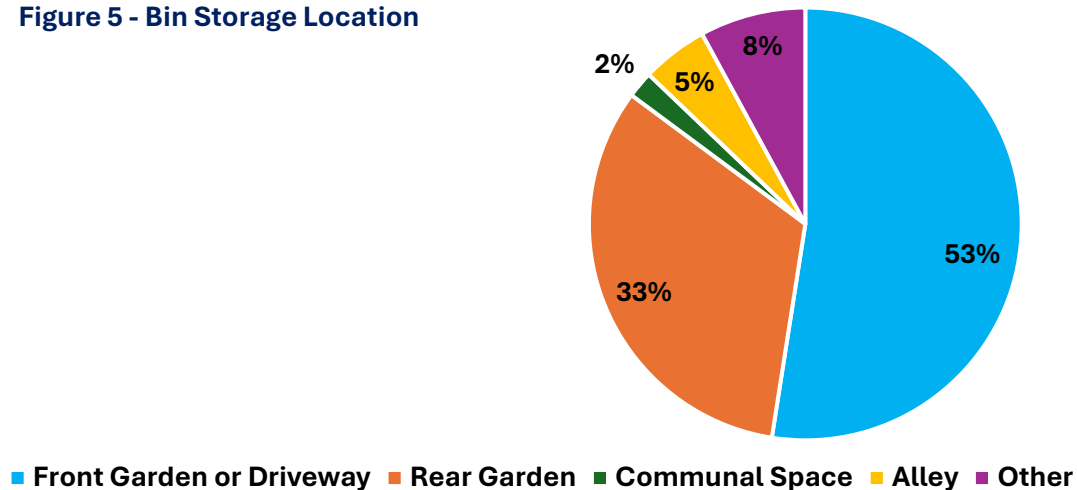
- Disabled residents** can be considered as **proportionately represented** by the findings of the engagement survey.

5.3 Household Management of Waste – KLOE 1

Household were asked about a range of elements that impact how they currently manage their waste and recycling.

5.3.1 Storing Residual Waste (Black) Bins (Q4)

Figure 5 - Bin Storage Location

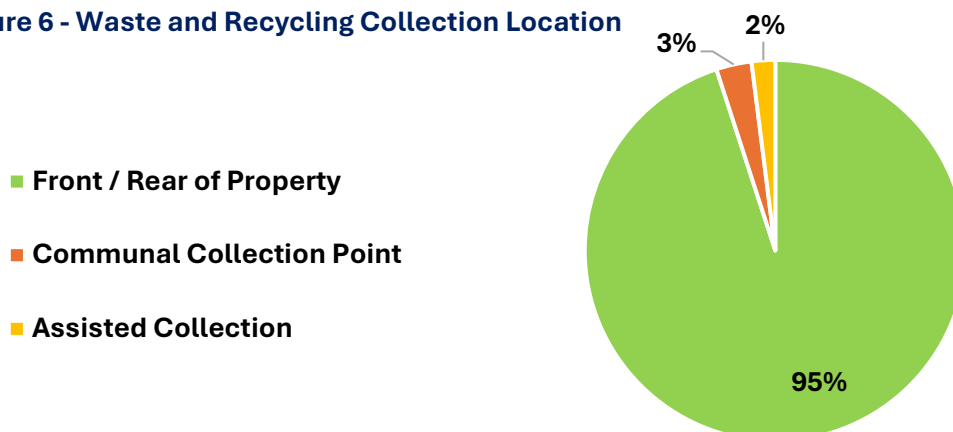


Findings:

- Although **5%** of residents said that they use an alley to store their bin, only **3%** of the households live in terraced properties (2% in flush-fronted terraces), meaning that around **3% are using shared alleys for bin storage**.
- **16 (0.3%) households living in flush-fronted terraces said that they currently “store” their black bin on the pavement or outside the front door.**
- Almost **10%** of households added comments to state that they **keep recycling bags indoors** or under cover until collection day.
- **2%** of respondents said that they **have help to put out their waste**, with half of these also stating that they have a disability.

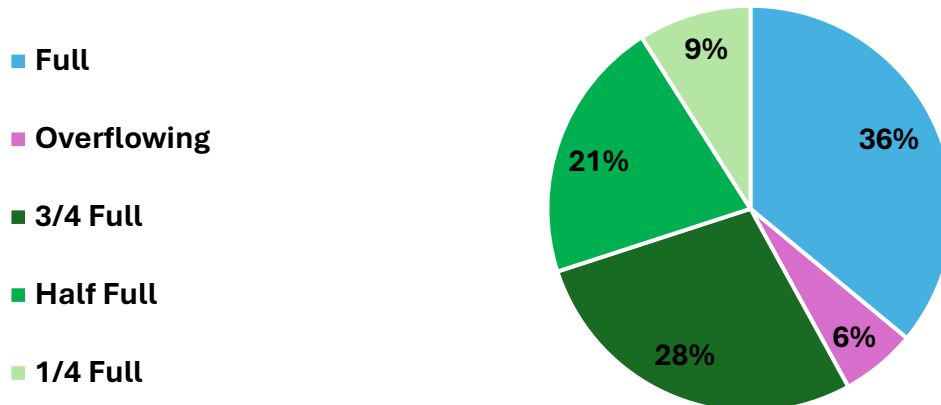
5.3.2 Collection Day - Putting Waste / Recycling out for Collection (Q10)

Figure 6 - Waste and Recycling Collection Location



5.3.3 How Full are Household Waste Bins on Collection Day? (Q12, Q13)

Figure 7 - Weekly Waste Volumes in Black Bins

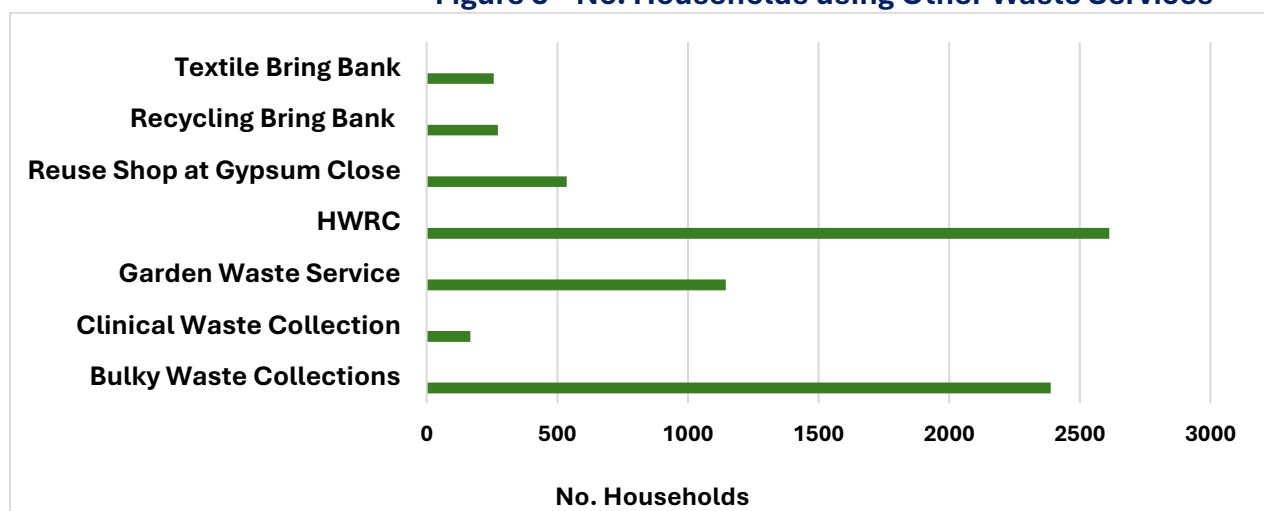


Findings:

- **58%** of households – the green sections in figure 7 - said that they **don't fill their bin** before collection day, with nearly one third (**30%**) of households stating that their waste bin is **half full or less** each week.
- 8% of households said that they don't put their waste bin out for collection every week.
- Assuming that the 8% of households that don't put their bin out each week are those that don't fill their bin, we can conclude that **half** of the respondent households are having their bins collected each week even though they are **less than 75% full**. Once food waste is separated from general waste more black bins will have more unused space.
- Of the households that said that their bin is usually **overflowing** on collection day, **16% live in 1 or 2 person households**, 44% live in 3 or 4 person households, with 39% of households with 5 or more householders.
- One quarter of the households that said that their bins are overflowing on collection day also stated that that have the smallest bin size (140l).

5.3.4 Use of Other Waste Services (Q14, Q15)

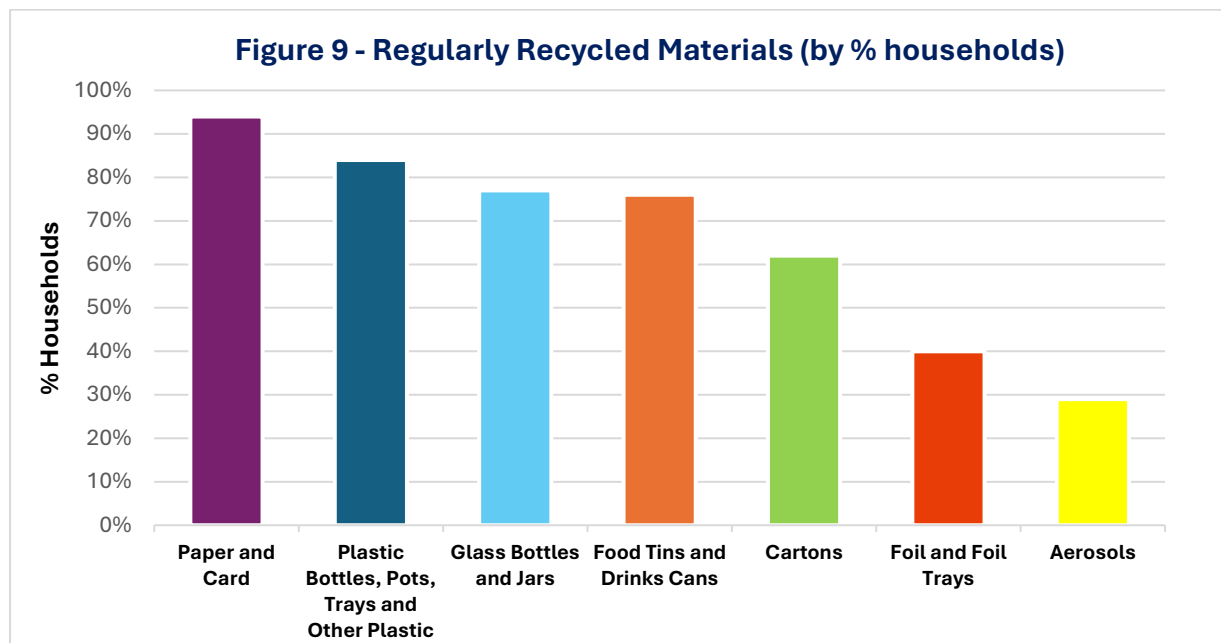
Figure 8 – No. Households using Other Waste Services



Findings:

- **The most-used service is the HWRCs – used by 48% (2613) of respondents**, with a quarter of these using the facilities at least once a month.
- **44%** of households stated that they use the **bulky waste service**.
- The subscription-based **garden waste service is used by 21%** of respondents, **although around 5% of total households subscribe to the service**. The conclusion that can be drawn from this is that that engaged households that utilise optional additional services are, not-surprisingly, over-represented in providing feedback to the survey.
- The **recycling and textile bring banks** are used by a minority of households - **5%** of respondents.

5.3.5 Household Recycling (Q20, Q21, Q22) – KLOE 1, KLOE 3, KLOE 5 / Hypothesis (c)

**Findings:**

- **84%** of households regularly **recycle plastic drinks bottles**. Volumes recycled at kerbside are anticipated to reduce once the Deposit Return Scheme is launched in October 2027 when residents can be paid a small fee (amount to be confirmed) for returning their bottles.
- **Paper / card** is recycled regularly by **94%** of households. This aligns with the recycling rates nationally that support DEFRA's guidance in relation to separating paper and card from other recycling materials to improve operational efficiency as well as quality and value of materials.
- **96%** of respondent households put their recycling out every week, although **1% of households stated that they don't recycle**.
- **12% are unsure or not confident** about what can be recycled at home and Simpler Recycling legislation will be important in supporting consistent recycling policy and communication nationally / across all councils in England.

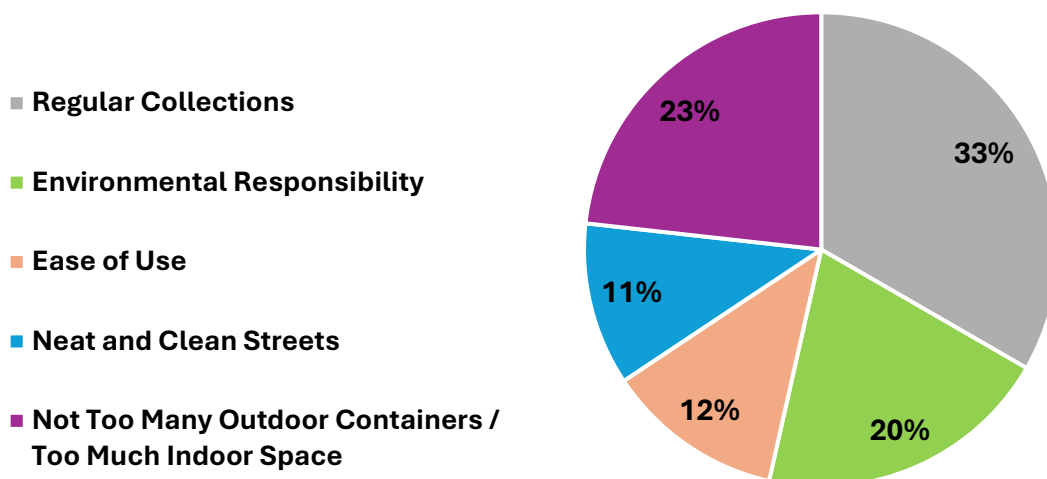
5.4 Household Priorities, Challenges and Concerns – KLOE 4

5.4.1 Household Priorities (Q7)

Households were asked to select their top three priorities in relation to their waste and recycling collections. Responses have been combined into five key themes:

- Regular waste and recycling collections
- Not too many containers outside or space taken up inside
- Protecting the environment / reducing our carbon footprint and responsible treatment and disposal
- Easy to understand / easy to use service
- Neat and clean streets

Figure 10 - Household Priorities by % Respondents



Findings:

- As expected, resident / household priorities are varied, with one third (**33%**) of respondents identifying **regular waste and recycling collections** in their top three priorities. As expected, assurance about regular and reliable waste collection services is clearly of key importance to residents.
- **20%** of households prioritised the need to **protect our environment, reduce our carbon footprint** and manage and treat waste responsibly - demonstrating a good level of environmental awareness.
- Almost a quarter (**23%**) of residents are **concerned about space for containers, particularly indoor space**. This will be reviewed in more detail in section 5.4.2.
- Both **ease of use and neat and clean streets** were a priority for **more than 10%** of respondents with residents confirming that a simple approach to waste and recycling that does not impact the street scene is important to them. This also highlights the importance of not having too many containers to separate waste or put out on collection day.

5.4.2 Views on Storage Space for Waste and Recycling (Q5, Q6) – KLOE 1, KLOE 3 / Hypothesis (c), Hypothesis (d)

Households were asked their views on whether they currently have enough space at home to store their waste and recycling until collection day.

Figure 11 - Indoor Space for Waste and Recycling

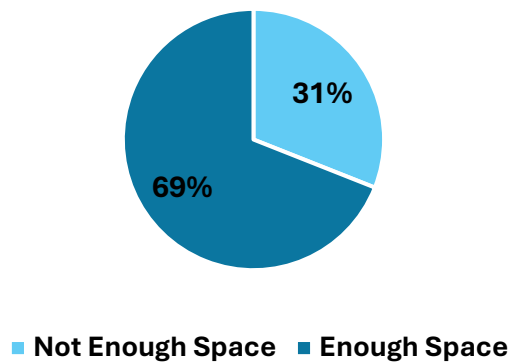


Figure 12 - Outdoor Space for Waste and Recycling

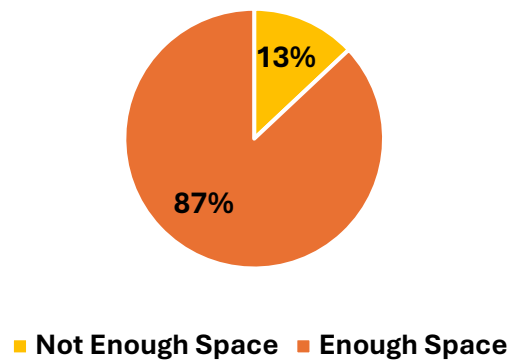


Figure 13a - Insufficient Indoor Storage Space by House Type

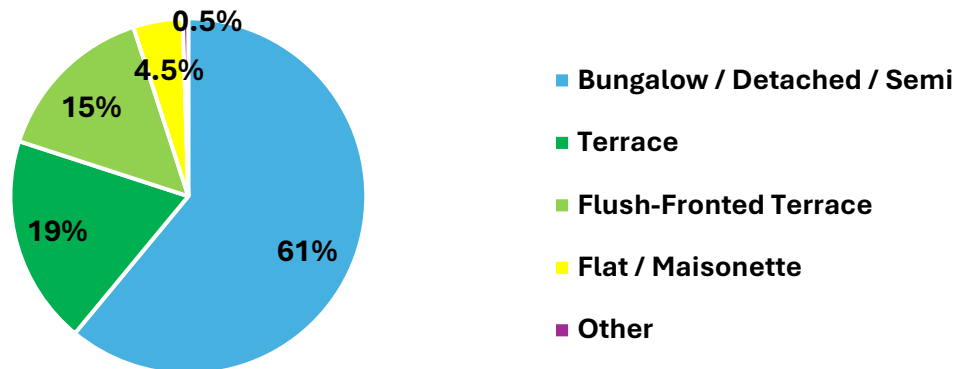


Figure 13b - Insufficient Outdoor Storage Space by House Type

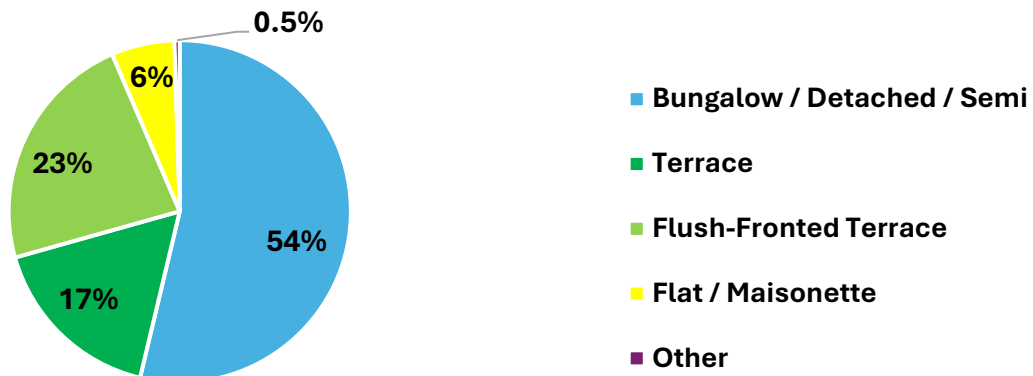


Figure 14a - Sufficient Indoor Space by House Type

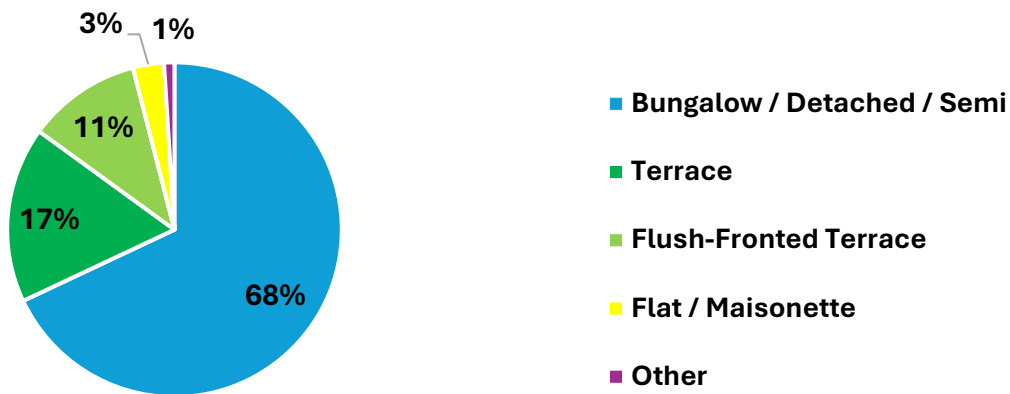
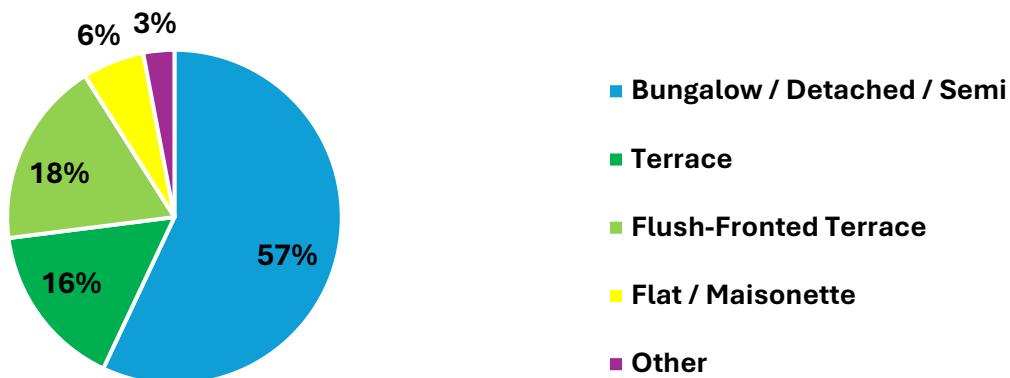


Figure 14b - Sufficient Outdoor Space by House Type



It should be noted that percentages shown in figures 13a, 13b, 14a and 14b identify the *representation* of households by house type, i.e. whilst figure 11 shows that 31% of households stated that they have insufficient indoor space for waste and recycling, figure 13a shows that of that 31%, almost two thirds (61%) live in a bungalow, detached or semi-detached property.

Findings:

- Overall **69%** have **no concerns about storage space** for their waste and / or recycling either indoors or outdoors, with **31%** of households having **some concerns**.
- The **biggest challenge** for residents in terms of space is **lack of sufficient indoor space** to store recycling, with households **two and a half times more likely to identify insufficient indoor space than outdoor space**. Being able to store recycling and food waste outdoors could therefore be a benefit to residents with indoor space issues.
- Although similar in number, slightly more households stated that they don't have enough space for their recycling than said that they don't have enough space to store their waste.
- Residents living in terraced and flush-fronted terraced homes were more likely to identify issues with outdoor space (40%) and indoor space (34%) than households in bungalows, detached and semi-detached properties.
- Although accounting for 12% of respondents, as expected **households in flush-fronted terraces are more likely to identify concerns about both indoor and outdoor space, with 17% stating that they have insufficient space for waste and recycling outside**.
- It should be noted however that **more households living in flush-fronted terraces said that they have sufficient indoor and outdoor space** that said that space was insufficient.

5.4.3 Challenges With Current Waste Collection Services (Q23) – **KLOE 3, KLOE 4, KLOE 5 / Hypothesis (b)**

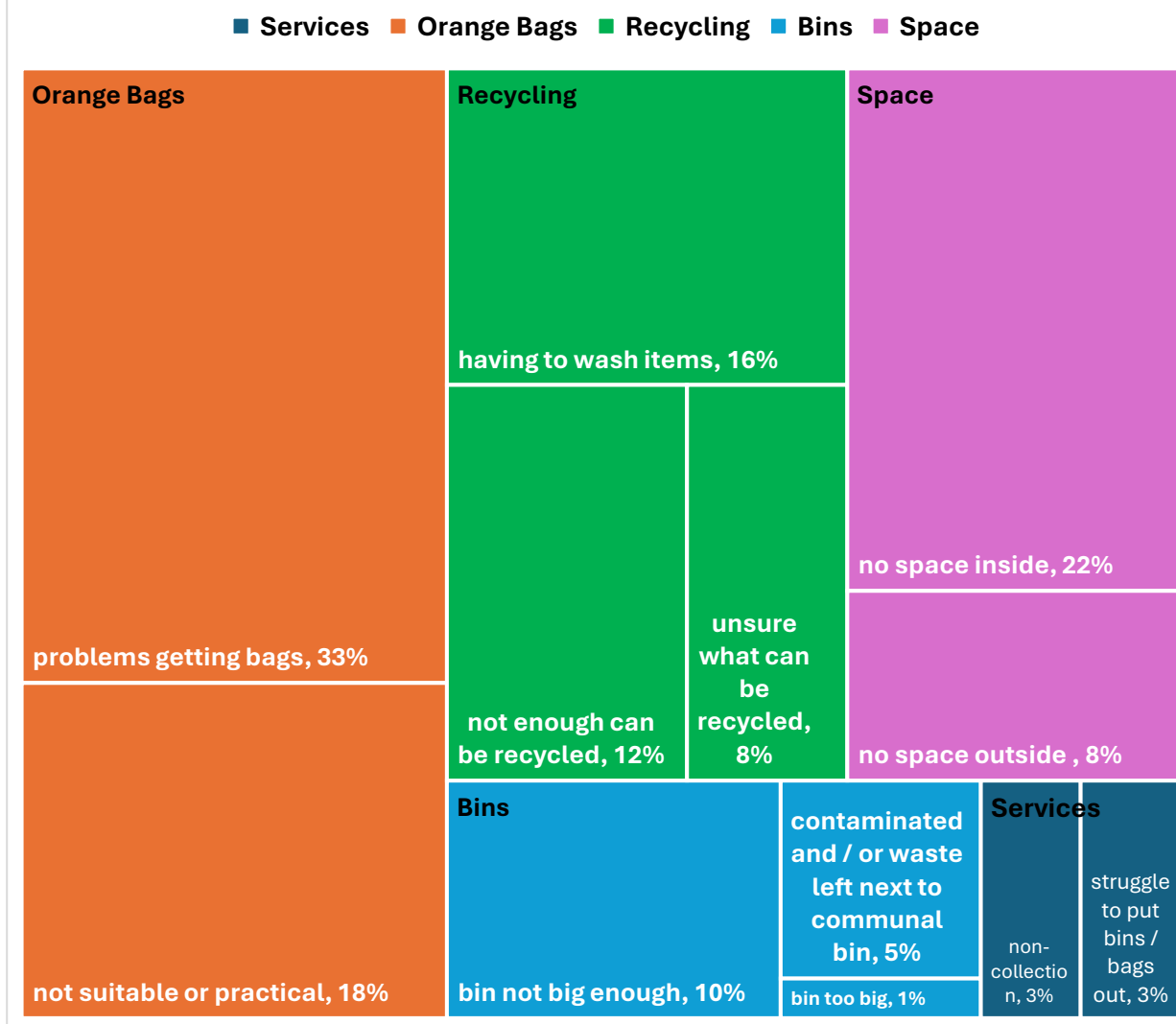
Households were asked to identify the challenges that they have with the existing waste and recycling collection services and were asked to select all that apply from the following:

- Collections not completed as planned
- Communal bins - being contaminated with the wrong items
- Communal bins - excess waste or waste left around the bins
- Lack of space in the waste bin
- No space to store waste/recycling - inside the property
- No space to store waste/recycling - outside the property
- Not enough can be recycled
- Orange bags not suitable or practical
- Problems getting orange bags
- Struggle to put out bin and bags for collection
- Unsure what can be recycled
- Washing recyclable items clean
- Waste bin too large

In order to clearly identify the key challenges, each of the questions has been categorised into one of the following themes: i) Bins; ii) Orange Bags; iii) Recycling; iv) Services; and v) Space.

As households could select any or all of the options in the survey the chart below (figure 15) has been selected as the most appropriate way of presenting the data as it shows, at a glance, the most-reported household challenges.

Figure 15 - Current Service Challenges



Findings:

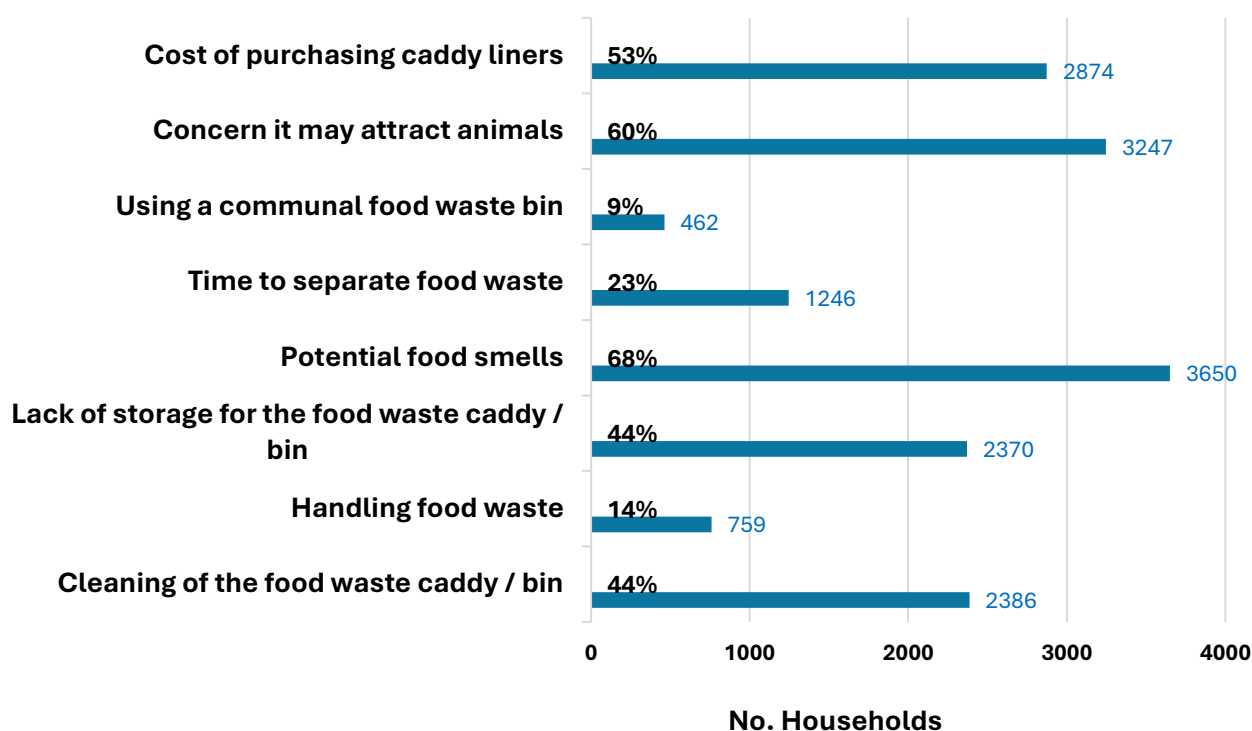
- **Challenges with orange bags** were identified by more than half of respondents (51%).
- The single most-reported challenge is a **problem with getting orange recycling bags (33%)**, with **18%** of residents stating that **orange bags are not suitable or practical**.
- Whilst **36%** of households identified **challenges with recycling**, **16%** related to the **hassle-factor** of having to wash items, with **12%** suggesting that **not enough items can be recycled**.
- **3%** of residents stated that they **struggle put out their bins / bags** for collection, compared to only **2%** as identified in figure 6 as having an **Assisted Collection**.
- **10%** of households currently find the **space in their black bin challenging**, although **13%** of these same households also stated that their bins were **three quarters full or less** when collected. **One third** of these same households reported having a smaller **140l bin**.
- **Problems with services** were identified as the **least challenging** for residents, with **3%** of residents raising reliability, i.e. collections not completed, as an issue.

5.5 Future Waste Collection Services – KLOE 4, KLOE 5 / Hypothesis (b)

5.5.1 Food Waste Collections (Q24, Q25)

Introducing separate food waste collections in the future is a legislative requirement. As it is not an optional service, households were not asked about whether they would take part but were asked to highlight their concerns. This information can be used to support the implementation of the new service and to support residents to adapt to the future change.

Figure 16 - Household Concerns about Food Waste Collections

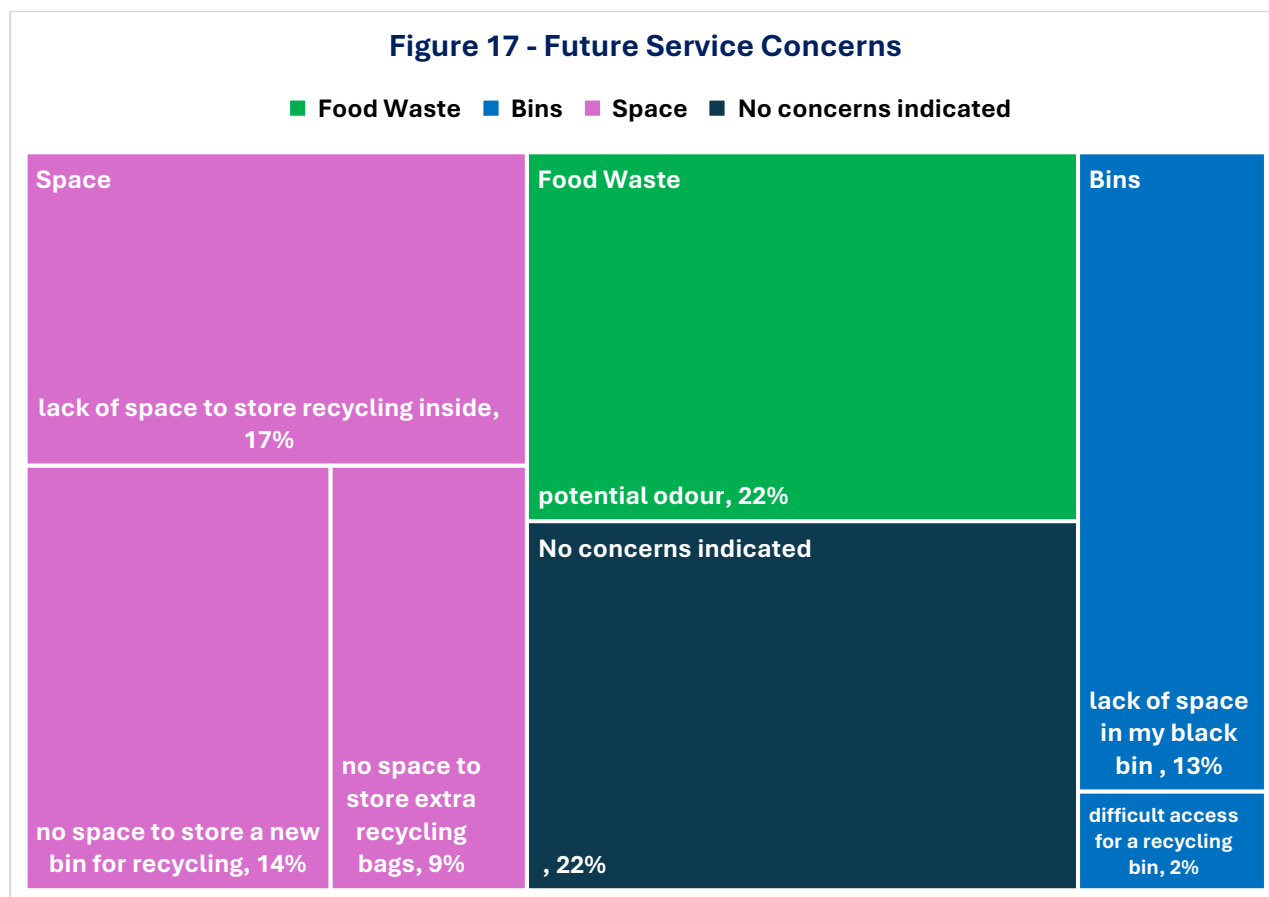


Findings:

- Of the 8 options provided, the top five household concerns are i) **food waste smells (68%)**, ii) **attracting animals (60%)**, iii) **the cost of purchasing caddy liners (53%)**, iv) **storage space for the new caddy / bin (44%)**, and v) **having to clean the new caddy / bin (44%)**.
- Whilst **53%** of households are concerned about the **cost of purchasing caddy liners**, **76% would prefer to use caddy liners** in their food waste caddies.
- **Using a communal food waste bin** was the **lowest-reported concern (9%)**, although as only 2% (figure 6) stated that they currently put their waste and recycling in a communal bin, then this shows that there is concern from residents that they may be asked to use communal rather than individual food waste bins.

5.5.2 General Concerns About Future Service Change (Q26) – KLOE 4, KLOE 5

Given the legislative requirement to introduce changes to waste collection services, households were asked to identify the top three concerns that they have about future changes to household waste and recycling collection services. Six options were available for selection, with responses divided into three themes: i) Space, ii) Food Waste; and iii) Bins.

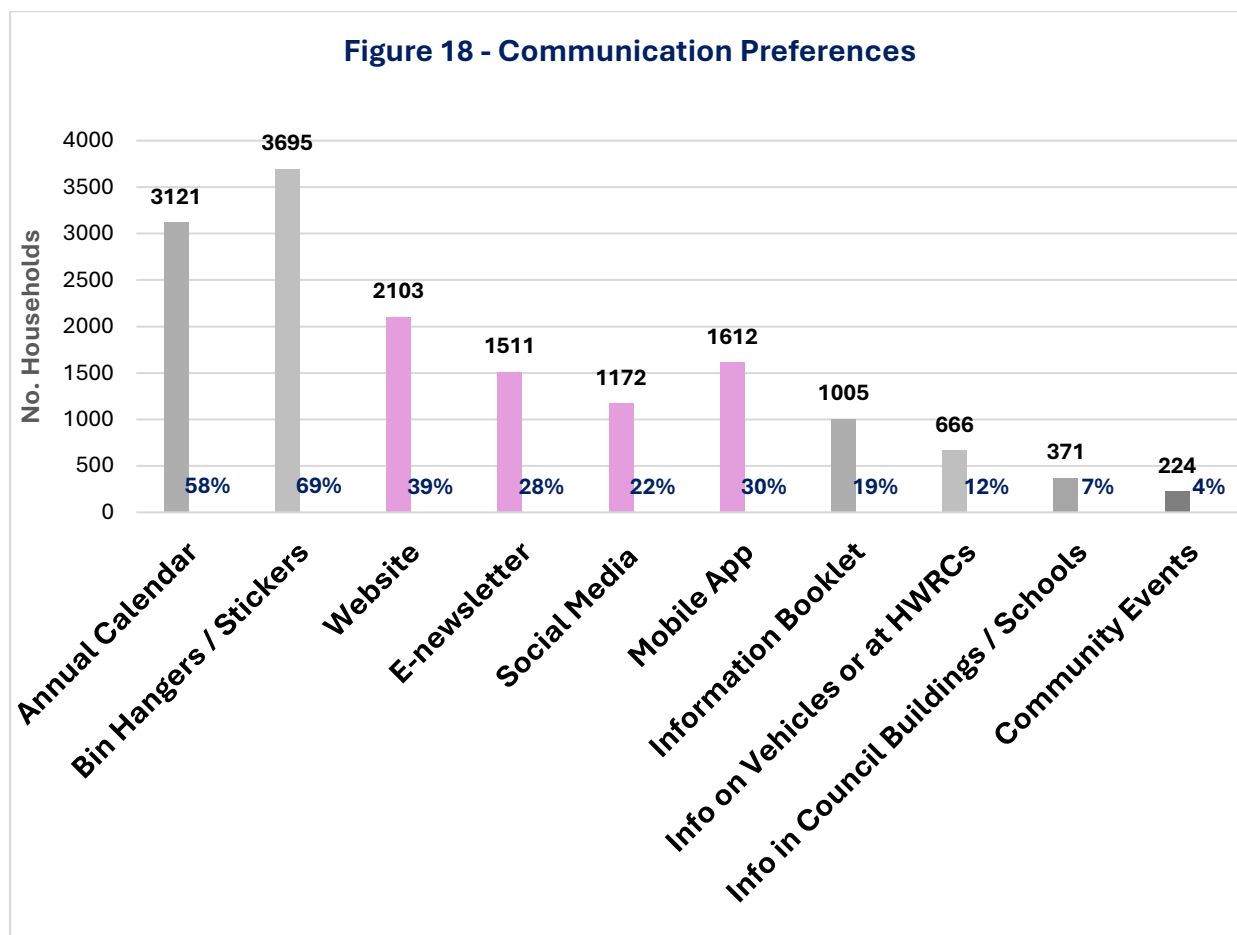


Findings:

- The **single greatest concern** raised relates to **potential odour from food waste segregation** – raised by **22%** of households.
- **13%** of households raised concern about **lack of space in their black bin** should collections become less frequent. This is **significantly lower than the 42% of households that stated that they fill or overfill their bins** (figure 7).
- **14%** of households are **concerned about having sufficient space to store a new recycling bin**, compared to **13%** of households that raised concerns about **outdoor space for storing waste and recycling** (figure 12).
- Of the 14% of households that raised concern about having **space for a recycling bin** (rather than bags) **16% live in flush-fronted terraces**, supporting earlier findings that households living in this house type that are more likely to be concerned about outdoor space.
- Despite the opportunity, **almost one quarter (22%) of households raised no concerns** about potential service changes. This suggests that a good proportion of households have confidence that future household waste collection services will continue to meet their needs.

5.6 Communication Preferences (Q27)

Households were asked to select their top three preferred methods of communication about waste collection services. Figure 18 shows the responses, with digital communication methods highlighted in pink.



Findings:

- The **top two** preferred channels of communication are **i) bin hangers, and ii) an annual collections calendar**, with almost **70%** of households identifying **bin hangers** or stickers as one of their preferred communication methods. The preference for physical communications is not unexpected, as bin hangers used to publicise the engagement survey resulted in a ten-fold increase in responses in the second half of the engagement period.
- Communication via the **Council website** was one of the top three preferences for a further **39%** of households, with **22% to 30%** of households also identifying **a range of digital communication channels** in their top three preferred methods.
- **Face to face communications** were supported by only **4%** of households.

6. Conclusions

6.1 Publicising the Survey

We anticipated a good response to the waste engagement survey and used other Council consultations as a benchmark to suggest that a response rate of between 3 and 5% of the 143,500 households would be considered very good (**Hypothesis (a)**).

4% of households responded and, whilst this is considered very good response, the communication preference section (section 5.6) of the report highlights that publicising the engagement survey using a range of media continues to be required, with bin hangers being the most effective.

6.2 Testing Our Hypothesis

6.2.1 Household Space – Hypothesis (d)

Past engagement with residents has identified that some households – particularly those living in flush-fronted terraces (with front doors opening on to the street) and limited space at the rear - are likely to raise challenges with outdoor space for storing bins.

- Responses from households that live in flush-fronted terraces (12%) was proportionate with numbers of this house type in the City (13%), and residents were clear about their concerns regarding indoor and outdoor space for storing waste and recycling and were more likely to identify issues with space than households in bungalows, detached and semi-detached properties.
- As expected, households in flush-fronted terraces were therefore more likely to identify concerns about both indoor and outdoor space, with 17% stating that they have insufficient space for waste and recycling outside, although accounting for only 12% of respondents.

6.2.2 Recycling – Hypothesis (c)

We expected that limited understanding about household responsibility to separate recycling would be apparent, with inconvenience and indoor storage space also being important factors. Although indoor storage space was raised as an issue by almost one third of respondents, only 8% stated that they were unsure / not confident about what could be recycled. Twice as many households (16%) highlighted an issue with having to wash items before recycling.

6.2.3 Food Waste – Hypothesis (b)

We were not surprised to find that a high proportion of households have concerns about a future food waste collection service. More than two thirds of residents identified concerns about food waste odour and / or attracting animals, with more than one third concerned about the cost of purchasing caddy liners.

6.2.4 House Types - Hypothesis (e)

Effective engagement with the 20% of households that are serviced by communal waste and recycling collections was identified as challenging, and this proved to be the case with an underrepresentation of this group – 2% of responses compared to the 20% receiving the service.

6.3 Summary of Key Findings

Theme	Key Findings	Considerations / Recommendations
Household Management of Waste	<ul style="list-style-type: none"> • More than half (58%) of households said that they don't fill their bin before collection - with nearly one third (30%) presenting a waste bin that is half full or less each week. • 8% of households said that they don't put their waste bin out for collection every week. • Of the households that said that their bin is usually overflowing on collection day, 16% live in 1 or 2 person households and 44% live in 3 or 4 person households. • One quarter of the households that said that their bins are overflowing on collection day also stated that that have the smallest bin size (140l). • 2% of respondents said that they have help to put out their waste, although 3% of struggle put out their bins / bags for collection. 	<ul style="list-style-type: none"> • It is apparent that at least half of the respondent households are having their bins collected each week even though they are less than 75% full. • Once food waste is separated from general waste more black bins will have more unused space, making weekly collections of waste bins inefficient. • The 20% of households that are served by communal waste collections should continue to receive a service based on their communal requirements. • A targeted campaign should be considered to support smaller households to reduce their waste and to recycle more. • Bin policies should be reviewed to ensure that bin sizes allocated continue to be appropriate for the size of household and that collection approach takes account of any special requirements, including the need for Assisted Collections.
Recycling at Home	<ul style="list-style-type: none"> • 96% of respondent households put their recycling out every week, although 1% said that they don't recycle. • 12% are unsure or not confident about what can be recycled at home. • Our Waste Composition Analysis shows that 30% of the contents of an average black bin could be recycled. 	<ul style="list-style-type: none"> • Kerbside recycling in orange bags accounts for only half of the recycling, demonstrating that the 96% of survey respondents that regularly recycle are not necessarily representative of all City households. • It is however likely that i) survey respondents are more engaged with the service and therefore more likely to recycle, and ii) that not all residents that recycle regularly clearly understand how to recycle effectively or which materials they can recycle at home and / or at the HWRCs and bring banks. • In line with Simpler Recycling legislation, the Council should ramp up their communication campaigns to educate / support residents to recycle effectively.

Space at Home	<ul style="list-style-type: none"> • The biggest challenge for residents in terms of space is lack of sufficient indoor space to store recycling, with households two and a half times more likely to identify insufficient indoor space than outdoor space. • Almost 10% of households added comments to state that they keep recycling bags indoors or under cover until collection day, with 18% of residents stating that orange bags are not suitable or practical. • Residents living in terraced and flush-fronted terraced homes were more likely to identify issues with outdoor space (40%) and indoor space (34%) than households in bungalows, detached and semi-detached properties. • Households in flush-fronted terraces are more likely to identify concerns about both indoor and outdoor space. • 3% of households are using shared alleys for bin storage. • 16 households living in flush-fronted terraces currently “store” their black bin on the pavement / outside the front door. 	<ul style="list-style-type: none"> • Being able to store recycling and food waste outdoors would be a benefit to residents with indoor space issues and would support the Council in considering the introduction of a bin for recycling to allow recycling to be stored outside without being affected by the weather or animals. • Bin allocation policies, including existing and future exception processes, should consider the appropriateness of waste and recycling containers for house types, in particular considering the suitability for flush-fronted terraces.
Household Priorities	<ul style="list-style-type: none"> • Assurance that regular and reliable waste collection services will continue is of key importance to residents. • 20% of households prioritised the need to protect our environment, reduce our carbon footprint and manage and treat waste responsibly. • Both ease of use and neat and clean streets were a priority for more than 10% of respondents, with residents confirming that a simple approach to waste and recycling that does not impact the street scene is important. 	<ul style="list-style-type: none"> • An additional / separate weekly collection of food waste allows the Council to consider the benefits that can be gained from reducing the frequency of other collections without impacting the regularity or reliability of the services. • Increasing environmental awareness is essential to support waste reduction and increased recycling and reuse, along with effective adoption of practices to segregate food waste. • In designing future services, careful consideration should be given to minimising the number of containers on streets and ensuring that the approach to segregating recycling and food waste is easy to understand and easy to use. Retaining co-mingled recycling in a single container and providing caddy liners for food waste would support this aim.

Where Could We Do Better?	<ul style="list-style-type: none"> Problems with service quality were identified by a small proportion (3%) of residents, highlighting an existing service that generally performs well. Challenges with getting hold of orange bags were identified by more than half of respondents (51%). Whilst 26% of households identified challenges with recycling, 16% stated that they are unhappy with having to wash items. 	<ul style="list-style-type: none"> The process for requesting and delivering orange bags should be reviewed, with consideration given to simplifying the orange bag ordering, collection and drop off processes. Overcoming concerns is essential to improving the proportion of recycling - and reducing contamination of recycling - that is put out at kerbside by households in future. Further segregation of recycling could support this aim, although it would introduce further complexity and potentially increase the hassle factor.
Segregating Food Waste	<ul style="list-style-type: none"> Our Waste Composition Analysis identified that the average black bin contains almost 40% food waste. The top five household concerns relating to segregating food waste from general waste are: <ul style="list-style-type: none"> i) food waste smells (68%) ii) attracting animals (60%) iii) cost of caddy liners (53%) iv) storage space (44%), and v) having to clean the caddy (44%). 9% of households said they are concerned about using a communal food waste bin although as only 2% stated that they currently put their waste in a communal bin Three quarters of households would prefer to use liners in food waste caddies, with more than half of respondent households concerned about the cost of purchasing the liners. 	<ul style="list-style-type: none"> A focussed programme of communication and engagement prior to roll out of the service is essential to overcome household concerns and implement an effective service. Sufficient budget and expert resources should be allocated to deliver this, using appropriate new burdens funding. This shows that there is concern from residents that they may be asked to use communal rather than individual food waste bins, highlighting a lack of current understanding and emphasising the need for an effective communications, engagement and resident support as food waste collections are rolled out. Explore the implications of providing caddy liners free of charge.
Use of Other Waste Services	<ul style="list-style-type: none"> Other than the kerbside collections, the most-used service is the HWRCs – used by 48% of respondents, with a quarter of these using the facilities at least once a month. 44% of households stated that they use the bulky waste service. 	<ul style="list-style-type: none"> This shows that households that responded to the survey are also well-versed in using other household waste services.

	<ul style="list-style-type: none"> The subscription-based garden waste service is used by 21% of respondents, although around 5% of total households subscribe to the service. The recycling and textile bring banks are used by a minority of households - 5% of respondents. 	<ul style="list-style-type: none"> The conclusion that can be drawn is that that engaged households that utilise optional additional services are, not-surprisingly, over-represented in providing feedback to the survey. Recycling and textile bring banks appear to be underused, and the Council should consider whether these services are essential and / or offer good value for money. It is recommended that such a review includes further analysis whether alternative recycling and textile recycling services are available, or can be made available, for regular bring bank users.
Key Concerns About Future Services	<ul style="list-style-type: none"> Despite the opportunity, almost one quarter of households raised no concerns about potential future service changes. 13% of households raised concern about lack of space in their black bin should waste collections become less frequent. This is significantly lower than the 42% of households that stated that they currently fill or overfill their bins. 14% of households identified a concern about having sufficient space to store a recycling bin - 16% of these households live in flush-fronted terraces. 	<ul style="list-style-type: none"> This suggests that a good proportion of households have confidence that future household waste collection services will continue to meet their needs. Residents having concerns about having sufficient capacity in their bins is understandable, although at least half of the respondent households are having their bins collected each week even though they are less than 75% full. Once food waste is separated from general waste there will be significantly more useable space in black bins, likely making weekly collections inefficient. This is not unexpected, as households living in flush-fronted terraces are more likely to have issues with outdoor space, having no outdoor space at the front. Bin policies should continue to be reviewed to ensure that bins / containers are appropriate for the property type.
Communication	<ul style="list-style-type: none"> The top three preferred channels of communication are: i) bin hangers, ii) an annual collections calendar, and iii) the Council website, with more than two thirds of households identifying bin hangers or stickers as one of their top three preferred communication methods. 22% to 30% of households identified a range of digital 	<ul style="list-style-type: none"> The preference for physical communications to get across key messages is not unexpected, as bin hangers used to publicise the engagement survey resulted in a ten-fold increase in responses in the second half of the 6-week engagement period. It should be noted however that both bin hangers and annual collections calendars are not

	<p>communication channels in their top three preferred methods.</p> <ul style="list-style-type: none"> • Face to face communications received limited support from households. 	<p>suitable in all circumstances. Examples would include ad-hoc or regularly updated communications and messages and / or for delivering more complex information, where the website or other digital media would be much more flexible and effective.</p> <ul style="list-style-type: none"> • It is recommended that data is analysed further, and findings are used to shape future programmes for waste-related communications.
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6.4 Turning Findings into Proposals / Next Steps

Extensive evidence suggests that changes such as reducing the frequency of waste collections and introducing bins for recycling - alongside the segregation of food waste - will encourage residents to reduce their general waste volumes (what they put in their black bin) and increase their recycling. In addition, such changes would minimise predicted future cost increases to the Council of collecting, processing and disposing of waste, and would reduce carbon emissions.

It is essential that the introduction of service change is supported by an ongoing programme of communications and engagement to provide households with the tools to make the changes necessary to adapt to a new approach to waste collections.

The findings from the waste services early engagement and the supporting data analysis will inform a series of recommendations to Council. Recommendations will set out a proposal for developing a new specification and approach for the City that will deliver future household waste collection services that are compliant with national reforms, whilst remaining cost-effective, sustainable and fit-for-purpose.

Appendix B – Survey Questions

The activity ran from 07/04/2025 to 19/05/2025.

Contents

Question 1: Please let us know your postcode.

Question 2: How many people live in your household (adults and children)?

Question 3: What type of property do you live in?

Question 4: Where do you store your black waste bin and recycling bags/bin?

Question 5: How much storage space do you have for your general waste?
Please select all that apply.

Question 6: How much storage space do you have for your recycling?
Please select all that apply.

Question 7: What is important to you about your recycling and waste services?
Please select your top three.

Question 8: How do you throw away your waste?

Question 9: Please let us know the size of your black bin.

Question 10: Where do you leave your waste for collection?

Question 11: Do you leave your waste for collection every week?
Please select one answer.

Question 12: How full is your waste bin on average when you leave it for collection?
Please select one answer.

Question 13: How many bags of general waste do you create each week on average?
Please select the number of bags.

Question 14: What other waste services do you use?
Please select all that apply.

Question 15: If you use the Household Waste Recycling Centre, how frequently on average do you use this service?

Question 16: How do you recycle?
Please select one answer.

Question 17: Where do you leave your recycling for collection?

Question 18: Do you leave your recycling for collection every week?
Please select one answer.

Question 19: On average how many bags of recycling do you produce each week?
Please select the number of bags.

Question 20: Do you feel confident that you know which items you can recycle in Leicester?

Question 21: What items do you most commonly recycle in your orange bags or bin?
Please tick all that apply.

Question 22: Please tell us about any items that you are unsure if they can be recycled in Leicester.

Question 23: Please tell us about any challenges or issues you have with the current waste and recycling service.
Please tick all that apply.

Question 24: When using the food waste caddy in your kitchen, would you like to be able to use caddy liners?

Question 25: Please tell us if you have any concerns about using the food waste collection service?
Please tick all that apply.

Question 26: Because of new rules around weekly food waste collections, we also need to review how often we collect general waste (black bins) and recycling. We may also look at introducing a recycling bin instead of bags. If we introduced those changes, what would be the top three challenges for you?

Question 27: How would you like us to communicate about your recycling and waste / bin collection services?
Please tick all that apply.

Question 28: Ethnic background.
If you said your ethnic group was one of the 'Other' categories, please tell us what this is.

Question 29: Age.

Question 30: Disability.
Disability detail.
Other disability.

Appendix C – Paper Survey

Please return your completed paper survey by **Monday 12 May 2025**.

Alternatively, you can complete the online version of this survey by scanning the code or visiting **consultations.leicester.gov.uk**
The online survey closes at midnight on 19 May 2025.

Have your say on future household recycling and waste / bin collection services



Overview

Leicester City Council is considering how waste and recycling collections from households should work in future.

Nothing is going to change for a while. However, we need to start thinking about it now, as there are new laws being introduced by the Government in the next few years, and our recycling and waste arrangements with Biffa end in May 2028.

This means in future, there will be changes to how the council – and you – manage your waste and recycling.

Our aim is to make sure that your bin collection services continue to be simple to use, reliable and cost effective, while also protecting our environment.

Why your views matter

Your answers will help us shape waste and recycling collection services in the future.

Waste and recycling services

The Government is introducing new laws aiming to reduce what we throw away and to increase reuse and recycling. These new laws set out how the Government wants to simplify recycling to help councils and residents to work together.

Under the new rules, households will need to separate food from other waste, and all councils will have to collect this separated food waste every week.

Because of this change – and because household bin collection arrangements with Biffa are coming to an end in May 2028 – the Council has been carefully considering how our household waste and recycling collection services should look in future.

We want to make sure that your services continue to be simple to use, reliable and cost effective, whilst also protecting our environment.

Your responses will help shape the future of black bin, recycling and food waste collections.

Food waste

In line with new rules, in future we will need to provide all households with containers for food waste, so that you can separate it from other waste. This will be collected every week.



You will get a small kitchen caddy to put your food waste in, as well as a larger bin for food waste that you will need to put out for collection every week.

If you put your waste into a communal bin now, in future you will transfer your food waste from your kitchen caddy to a new communal bin that will be provided just for food waste.

Your food waste will then be 'treated', generating electricity. This reduces our carbon emissions and helps our recycling rate.

Garden waste collections

The council's paid for garden waste collection service will continue. Although there may be some changes to how it works, we aim to minimise the impact on people who use the service.

Assisted waste collections

Our policy on assisted waste collections will not change. If you currently have an assisted collection, you will receive the same service under the new arrangements. Our aim is that services remain accessible and simple for everyone to use.

Communal waste collections

If you live in a property with a communal waste collection – for example, a flat – the current arrangements will continue, with the addition of a separate weekly food waste collection.

Tell us about your household

1. What is your home postcode?

Please note: we are collecting postcode data only to gain a better understanding of where you live in relation to our leisure centres. We cannot identify individual properties or addresses from this information.

2. How many people live in your household (adults and children)?

3. What type of property do you live in?

Please select only one item

- | | |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <input type="radio"/> Bungalow | <input type="radio"/> Detached house |
| <input type="radio"/> Ground Floor Flat | <input type="radio"/> Upper Floor Flat |
| <input type="radio"/> Link detached house | <input type="radio"/> Maisonette |
| <input type="radio"/> Room in a shared house | <input type="radio"/> Semi-detached house |
| <input type="radio"/> Terraced house / townhouse: Front door opens directly on to the pavement | |
| <input type="radio"/> Terraced house / townhouse: Front door opens on to an area belonging to the property | |

4. Where do you store your black waste bin and recycling bags/bin?

Please select one item

- | | |
|-------------------------------------|---------------------------------------------------|
| <input type="radio"/> Alley | <input type="radio"/> Garden (back) |
| <input type="radio"/> Communal area | <input type="radio"/> Garden (front) |
| <input type="radio"/> Driveway | <input type="radio"/> Other, please tell us below |

5. How much storage space do you have for your general waste?

Please tick all that apply

- ☐ I have enough space for my waste inside my home.
- ☐ I have enough space for my waste outside my home.
- ☐ I don't have enough space for my waste inside my home.
- ☐ I don't have enough space for my waste outside my home.

6. How much storage space do you have for your recycling?

Please tick all that apply

- ☐ I have enough space for my recycling inside my home.
- ☐ I have enough space for my recycling outside my home.
- ☐ I don't have enough space for my recycling inside my home.
- ☐ I don't have enough space for my recycling outside my home.

7. What is important to you about your recycling and waste services?

Please mark your top three (1, 2, 3)

- | | |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <input type="radio"/> Doesn't take up too much space in the house | <input type="radio"/> Not too many different containers to store outside the property |
| <input type="radio"/> Easy to understand | <input type="radio"/> Recycle a wide range of items |
| <input type="radio"/> Easy to use | <input type="radio"/> Reduce our carbon footprint |
| <input type="radio"/> Important to protect the environment | <input type="radio"/> Treated responsibly and not sent abroad |
| <input type="radio"/> Neat and clean streets | <input type="radio"/> Waste and recycling collected regularly |
| <input type="radio"/> No extra work | |

Tell us about your waste

8. How do you throw away your waste? Please select one item

- | | |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <input type="radio"/> Black bin | <input type="radio"/> Bin chute |
| <input type="radio"/> Black bin bags - collected separately
i.e. not placed in any bin for collection | <input type="radio"/> Shared general waste bin |

9. Please let us know the size of your black bin.

- ☐ 140ltr
- ☐ 240ltr
- ☐ 360ltr
- ☐ Don't know / not applicable

**140 Litre****240 Litre****360 Litre****10. Where do you leave your waste for collection?**

- ☐ Alley
- ☐ Communal presentation point - designated area for communal bins
- ☐ Edge of the property at the front
- ☐ Edge of the property at the rear
- ☐ Biffa support me to put my bins out for collection
- ☐ I don't put my waste out for collection

11. Do you leave your waste for collection every week?

- ☐ Yes
- ☐ No

12. How full is your waste bin on average when you leave it for collection?

- ☐ 1/4 full
- ☐ 1/2 full
- ☐ 3/4 full
- ☐ Full
- ☐ Overflowing

13. How many bags of general waste do you create each week on average?

- ☐ 1 bag
- ☐ 2 bags
- ☐ 3 bags
- ☐ 4 bags
- ☐ 5 or more bags

14. What other waste services do you use? Please select all that apply

- ☐ Bulky waste collection
- ☐ Clinical waste collection
- ☐ Garden waste service
- ☐ Household Waste Recycling Centre
- ☐ Recycling bring bank
- ☐ Reuse Shop at Gypsum Close
- ☐ Textile bring bank

15. If you use the Household Waste Recycling Centre, how frequently on average do you use this service?

- ☐ Once a week
- ☐ Once every two weeks
- ☐ Once a month
- ☐ Once every few months
- ☐ Twice a year
- ☐ Once a year

Tell us about your recycling

16. How do you recycle? Please select only one item

- ☐ In orange recycling bags
- ☐ A shared recycling bin
- ☐ No recycling

17. Where do you leave your recycling for collection?

- ☐ Alley
- ☐ Biffa support me to put my bins out for collection
- ☐ Communal presentation point - designated area for communal bins
- ☐ Edge of the property at the front
- ☐ Edge of the property at the rear
- ☐ I don't put my recycling out for collection

18. Do you leave your recycling for collection every week?

- ☐ Yes
- ☐ No

19. On average how many bags of recycling do you produce each week?

- ☐ Up to 1 bag
- ☐ 2 bags
- ☐ 3 bags
- ☐ 4 bags
- ☐ 5 or more bags

20. Do you feel confident that you know which items you can recycle in Leicester?

- ☐ Yes
- ☐ No
- ☐ Unsure

21. What items do you most commonly recycle in your orange bags or bin? (Please tick all that apply)

- | | |
|------------------------------------------|---------------------------------------|
| <input type="radio"/> Aerosols | <input type="radio"/> Cardboard |
| <input type="radio"/> Cartons (tetrapak) | <input type="radio"/> Drink cans |
| <input type="radio"/> Foil trays | <input type="radio"/> Foil |
| <input type="radio"/> Food tins | <input type="radio"/> Glass bottles |
| <input type="radio"/> Glass jars | <input type="radio"/> Paper |
| <input type="radio"/> Plastic bags | <input type="radio"/> Plastic pots |
| <input type="radio"/> Plastic trays | <input type="radio"/> Plastic bottles |
| <input type="radio"/> Plastic packaging | |

22. Please tell us about any items that you are unsure if they can be recycled in Leicester. Which items are you unsure about recycling?

Waste and recycling services

23. Please tell us about any challenges or issues you have with the current waste and recycling service. (Please tick all that apply)

- ☐ Collections not completed as planned
- ☐ Communal bins - being contaminated with the wrong items
- ☐ Communal bins - excess waste or waste left around the bins
- ☐ Lack of space in the waste bin
- ☐ No space to store waste/recycling - inside the property
- ☐ No space to store waste/recycling - outside the property
- ☐ Not enough can be recycled
- ☐ Orange bags not suitable or practical
- ☐ Problems getting orange bags
- ☐ Struggle to put out bin and bags for collection
- ☐ Unsure what can be recycled
- ☐ Washing recyclable items clean
- ☐ Waste bin too large

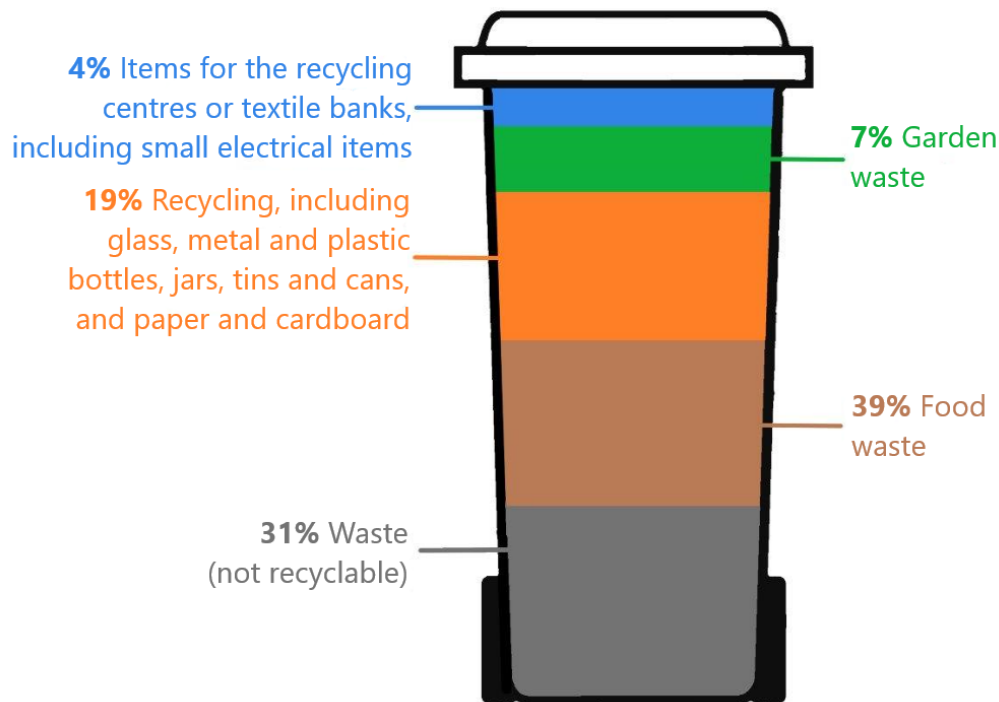
Food waste

From next year councils in England are asked to make sure that food waste is collected separately every week from every household in their area.

Food waste includes fruit and vegetable peelings, cooked leftovers, meat, unwanted or unused food. All food should be removed from any packaging.

You will need to collect food waste in the home using a small kitchen caddy. When it is full, you transfer the food waste from the caddy to a larger lockable caddy or bin that can be stored outside. Then you put this out for collection every week.

In Leicester on average around 40% of waste in every black bin is food waste. Removing food waste and collecting it separately every week will help to reduce the waste in your black bins as well as reducing smells.



The food waste can then be used to generate electricity. It won't go to landfill, which is better for the environment and helps reduce our carbon emissions.

24. When using the food waste caddy in your kitchen, would you like to be able to use caddy liners?

- ☐ Happy to use the service with or without liners
- ☐ Would prefer to use caddy liners
- ☐ Would prefer not to use caddy liners
- ☐ Unsure

Food waste caddy and caddy liner

Caddy liners are bags which can be placed inside your kitchen caddy to contain the food waste. They are usually biodegradable.



25. Please tell us if you have any concerns about using the food waste collection service? Please tick all that apply

- ☐ Cleaning of the food waste caddy / bin
- ☐ Concern it may attract animals
- ☐ Cost of purchasing caddy liners
- ☐ Handling food waste
- ☐ Lack of storage for the food waste caddy / bin
- ☐ Potential food smells
- ☐ Time to separate food waste
- ☐ Using a communal food waste bin

Recycling and waste collections

26. Because of new rules around weekly food waste collections, we also need to review how often we collect general waste (black bins) and recycling. We may also look at introducing a recycling bin instead of bags. If we introduced those changes, what would be the top three challenges for you?

- ☐ Lack of space in my black bin
- ☐ Lack of space to store recycling (inside)
- ☐ No space to store a new bin for recycling
- ☐ No space to store extra recycling bags
- ☐ No access or difficult access (e.g. steps) for a recycling bin
- ☐ No space to store extra recycling bags
- ☐ Potential odour

Communications

Leicester City Council would like to know how you would like to receive information about the recycling and waste / bin collection services.

These communications would let you know about your scheduled bin collections, what you can recycle, and changes that might happen at short notice due to unforeseen circumstances.

27. How would you like us to communicate about your recycling and waste / bin collection services? (Please tick all that apply)

- ☐ Annual bin collection calendar
- ☐ Bin hangers/stickers/printed on recycling bags
- ☐ E-newsletter
- ☐ Events and community talks
- ☐ Information in council buildings and / or schools
- ☐ Information on bin collection vehicles or at the Household Waste Recycling Centres
- ☐ Mobile App
- ☐ New resident information booklet
- ☐ Social media
- ☐ Website

Thank you, nearly finished... Please now complete the **Equality Monitoring** questions below.

Equality monitoring

The information you provide in this final section of the questionnaire will be kept in accordance with terms of current Data Protection legislation and will only be used for the purpose of monitoring. Your details will not be passed on to any other individual, organisation or group. Leicester City Council is the data controller for the information on this form for the purposes of current Data Protection legislation.

You can read our privacy policy on our website. Visit leicester.gov.uk/privacy

Age:

- ☐ Under 18 ☐ ☐
- ☐ 18 - 25
- ☐ 26 - 35
- ☐ • 36 - 45
- ☐ 46 - 55
- ☐ 56 - 65
- ☐ • 66+
- ☐ Prefer not to say

Ethnic background:

- ☐ Asian or Asian British: Bangladeshi
- ☐ Asian or Asian British: Indian
- ☐ Asian or Asian British: Pakistani
- ☐ Asian or Asian British: Any other Asian background
- ☐ Black or Black British: African
- ☐ Black or Black British: Caribbean
- ☐ Black or Black British: Somali
- ☐ Black or Black British: Any other Black background
- ☐ Chinese
- ☐ Chinese: Any other Chinese background
- ☐ Dual/Multiple Heritage: White & Asian
- ☐ Dual/Multiple Heritage: White & Black African
- ☐ Dual/Multiple Heritage: White & Black Caribbean
- ☐ Dual/Multiple Heritage: Any other heritage background
- ☐ White: British
- ☐ White: European
- ☐ White: Irish
- ☐ White: Any other White background
- ☐ Other ethnic group: Gypsy/Romany/Irish Traveller
- ☐ Other ethnic group: Any other ethnic group
- ☐ Prefer not to say

If you said your ethnic group was one of the 'Other' categories, please tell us what this is:

Disability

The Equality Act 2010 defines a person as disabled if they have a physical or mental impairment which has a substantial and long-term effect on their ability to carry out normal day-to-day activities and has lasted or is likely to last for at least 12 months.

People with HIV, cancer, multiple sclerosis (MS) and severe disfigurement are also covered by the Equality Act.

Do you consider yourself to be a disabled person?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

If you have answered **'Yes'** to the above, please state on the next page the type of impairment that applies to you. People may experience more than one type of impairment, in which case you may need to tick more than one. If none of the categories apply, please tick 'Other' and state the type of impairment.

Please select all that apply

- ☐ A long-standing illness or health condition such as cancer, HIV, diabetes, chronic heart disease, or epilepsy
- ☐ A mental health difficulty, such as depression, schizophrenia or anxiety disorder
- ☐ A physical impairment or mobility issues, such as difficulty using your arms or using a wheelchair or crutches
- ☐ A social / communication impairment such as a speech and language impairment or Asperger's syndrome / other autistic spectrum disorder
- ☐ A learning difficulty or disability
- ☐ Blind or have a visual impairment uncorrected by glasses
- ☐ Deaf or have a hearing impairment
- ☐ An impairment, health condition or learning difference that is not listed above (specify if you wish)
- ☐ Prefer not to say
- ☐ Other

If Other, please say

END OF SURVEY

Please return your completed survey by your addressed envelope (if you have received one), into City Hall (Charles Street), or any of our Leicester Libraries.

Please return this survey by **Monday 12 May 2025**. You can contact us at *address/phone number here* to request more paper surveys.

For office use

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Culture and Neighbourhoods Scrutiny Commission
Work Programme 2025 – 2026

Meeting Date	Item	Recommendations / Actions	Progress
19 June 2025	Overview of Culture and Neighbourhoods Business case for the KRILL café. Public Space protection Orders Waste Engagement Findings	 Requested at OSC on 30 January 2025 – To go to first meeting of new municipal year. Report to come to first meeting of municipal year to see how PSPOs have worked.	

Meeting Date	Item	Recommendations / Actions	Progress
21 August 2025	<p>Heritage Places Funding, National Lottery Heritage Fund – Update</p> <p>Fly Tipping</p> <p>Trees and Woodlands – Involvement with Schools and Education and Grassland Strategy</p> <p>Sports Engagement Findings</p> <p>Festivals and Events Review update</p> <p>Proposals for Leicester City Libraries and Community Centres</p>	<p>To include ward-by-ward correlations.</p> <p>To include seed and produce exchange and to include areas for recreation and sports.</p> <p>Could go to OSC</p>	

Meeting Date	Item	Recommendations / Actions	Progress
3 November 2024	Library IT and Study Zones Update		
	Sports Strategy Place-based working – Including Active Leicester and Women in Sport – Annual Update	Following discussion at the meeting of 5 December 2023, it was requested that the report come back to the commission around 6-months later when it was fuller and the findings of the seminar were known. It was later decided to combine this with the report on Women in Sport, To include indicators of success, information on bodies that can help promote Women's engagement in sport, other groups with protected characteristics such as disability sport and data broken down into, for example, age and ethnicity, as suggested at the meeting on 24 October 2023, with a possibility of a Board looking at this.	
	Burial Strategy (6-monthly update)	To include information on the search for places, the work plan for Gilroes Cemetery and the findings of the Law Commission	
	De Montfort Hall/ Haymarket		
22 January 2025	NLHF Museum and Art Gallery Project		

Meeting Date	Item	Recommendations / Actions	Progress
5 March 2025	Museum Update Museum Engagement Schemes – Outcome on findings and conclusions.	To include visitor figures over the school holiday period. To include considerations for an open weekend.	
16 April 2025			

Forward Plan Items (suggested)

Topic	Detail	Proposed Date
Engagement of Community Organisations	Report on how community organisations could be engaged to help the Council run services as requested at the meeting of 29 January. – To go to first meeting of new municipal year.	
Growing spaces strategy		
Heritage Places Funding - National Lottery Heritage Fund – Update on next stage.	To include findings of Audience Agency. If Stage 1 is successful.	

Update on HASBO and CRASBU	To be brought back in 12 months from 2024 report.	
Heritage panels, inviting members suggestions for new panels		
CCTV Overview	Moved from November	

