



Leicester
City Council

**MEETING OF THE ECONOMIC DEVELOPMENT, TRANSPORT AND
TOURISM SCRUTINY COMMISSION**

DATE: WEDNESDAY, 4 SEPTEMBER 2013
TIME: 5:30 pm
**PLACE: THE OAK ROOM - GROUND FLOOR, TOWN HALL,
TOWN HALL SQUARE, LEICESTER**

Members of the Commission

Councillor Waddington (Chair)
Councillor Joshi (Vice Chair)

Councillors Bhavsar, Cassidy, Dr Chowdhury, Fonseca, Porter, Riyait
and Sandhu.

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

For Monitoring Officer

Officer contact Jason Tyler
Democratic Support Officer, Leicester City Council
Town Hall, Town Hall Square, Leicester LE1 9BG
(Tel. 0116 229 8816 Fax. 0116 229 8827)
(e-mail jason.tyler@leicester.gov.uk)

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General Enquiries - if you have any queries about any of the above or the business to be discussed, please contact:

Jason Tyler
Democratic Support Officer
Tel: (0116) 229 8816
or email jason.tyler@leicester.gov.uk
or call in at the Town Hall.

Press Enquiries - please phone the Communications Unit on 252 6081

PUBLIC SESSION

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed on the agenda.

3. MINUTES

The Minutes of the meeting of the Commission held on 31 July 2013 have been circulated and Members are asked to confirm them as a correct record.

4. PETITIONS

The Monitoring Officer to report on any Petitions received in accordance with Council procedures.

5. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer to report on any Questions, Representations and Statements of Case received in accordance with Council procedures.

6. CITY DEAL

Appendix A

The Director of Planning, Transportation and Economic Development presents a report which provides an update on the Leicester and Leicestershire City Deal.

7. SCRUTINY REVIEW - THE EFFECTIVENESS OF LEICESTER'S TOURISM STRATEGY

Appendix B

The Director of Culture and Neighbourhoods presents a report which sets out the current provision for tourism and plans for the future.

8. REVIEW OF CORE STRATEGY POLICIES TO ENABLE NEW OFFICE DEVELOPMENT AND EMPLOYMENT AND TRAINING OPPORTUNITIES

Appendix C

The Director of Planning, Transportation and Economic Development presents a report concerning the review of Planning Policies to enable new office

development, and employment and training opportunities.

9. WORK PROGRAMME 2013/14

Appendix D

The Commission's Work programme is presented for information and comment.

10. ANY OTHER BUSINESS

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Appendix A

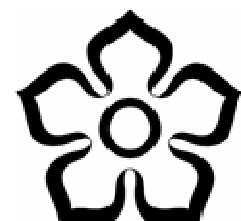
Report to Scrutiny Commission

Economic Development, Transport
and Tourism Scrutiny Commission

Date of Commission meeting: 4th September 2013

City Deal

Report of the Director of Planning, Transportation and
Economic Development



Leicester
City Council

Date: 4th September
From: Caroline Boucher, LLEP
Ext. 29 8648

City Deal Update

1. Purpose

1.1 This paper provides an update on the Leicester and Leicestershire City Deal¹. It outlines the strategic context, the key components and the timescales for the next steps in the process. It also sets out some of the key benefits that we hope to achieve through City Deal for Leicester City residents. It should be noted that the City Deal process is still being negotiated and the final content cannot be confirmed until we have reached an agreed position with Ministers. This paper summarises the latest thinking regarding the City Deal which may still be subject to change.

2. Background

2.1 The Economic Development, Culture and Tourism Scrutiny Commission received a briefing on City Deal at its meeting on 27th March 2013. This paper updates on the progress made since March 2013.

2.2 It is important to see the City Deal in the context of a wider strategic agenda. Throughout the country, Local Enterprise Partnerships (LEPs) have been asked to prepare a series of strategic documents. These include:

Growth Plans

2.3 In response to the Heseltine Review, all LEPs will need to prepare a multi-year Strategic Plan with their local partners. The strategic plans will enable LEPs to seek a share of the new Single Local Growth Fund (SLGF) as well as increased freedoms and flexibilities from Government.

2.4 The 39 LEPs will be bidding in a competitive process for £1.1bn in 2015/16; just over half of the £2bn SLGF pot. Whilst there is no set format for the plan, key elements pertain to demonstrating a commitment to growth, strong partnerships and clear accountability and transparency.

¹ Note the City Deal covers the geographical area of Leicester City and Leicestershire County.

EU Structural and Investment Fund (EU SIF) Strategy

- 2.5 These funds cover the 2014-2020 programming period and will require an investment strategy to demonstrate spending priorities. The funds consist of European Regional Development Fund (ERDF), European Social Fund (ESF) and part of the European Agricultural Fund for Rural Development (EAFRD). The Leicester and Leicestershire Enterprise Partnership's confirmed notional allocation for ERDF and ESF is €126m for the period 2014-2020.

City Deal

- 2.6 The City Deal has a narrower focus than the Growth Plan and is a 'step' towards the Growth Deal which the LLEP will agree with Government for implementation from 2015/16. It is very important that we successfully negotiate our City Deal as this will:
- Place Leicester and Leicestershire in a strong position to negotiate our Growth Deal and access the SLGF
 - Access £10m from the Regional Growth Fund Round 4 (RGF4)
 - Access £2m to £3m to develop a business support growth hub
 - Provide opportunities for future match funding, leverage and policy flexibilities

3. Focus of our City Deal

- 3.1 We have carefully considered the role of City Deal in delivering local growth and tackling our key economic challenges. We cannot address our full economic development agenda through City Deal and we will have the opportunity to use the SLGF and EU funding to address the full range of issues. Our analysis and discussions with Cabinet Office have led us to focus our City Deal on:
- Job creation through growth
 - Supporting people into employment with a focus on the jobs we are creating

Job Creation

- 3.2 We will address job creation by:
- Developing our six key employment sites/ infrastructure projects to generate over 17,000 jobs
 - Supporting local business growth through the creation of a 'Growth Hub'
- 3.3 Through City Deal we propose to establish a 'Business Growth Hub' which will provide a service to support our local businesses and help them grow. It will provide a central first point of contact and eliminate current confusion about what is

available to help local businesses and those wanting to start a business. Businesses will be signposted to both national and local business support services.

- 3.4 In the first stage of its development the hub will consist of a business-friendly website which houses a database and has links to other sources. This will co-ordinate and collate the current plethora of business support activities, funding programmes and events that are of relevance to businesses located in Leicester and Leicestershire. Importantly, there will be a customer-focused telephone and email enquiry service that will help businesses to find what they need. The hub will have highly trained staff to respond to queries from businesses and to maintain the database.
- 3.5 In the second stage, the hub will build upon the signposting role and start to promote and deliver targeted programmes and services. These are still under discussion with the Cabinet Office and the LLEP Executive, but could include:
- **Growth Readiness programme** to develop a pipeline of growing businesses to feed into national programmes such as the Growth Accelerator
 - Establishment of a Leicester and Leicestershire **Business Mentoring Programme**
 - **High growth start up support** – e.g. linked to innovation centres and sites such as Pioneer Park
 - **Leadership and management development** programmes to build the capacity of local businesses
 - **Export support** programmes – to fast track access to foreign markets, building on local contacts and networks. This would complement and add value to existing UKTI activities
 - **Key account management service to 40 medium to large sized employers** – this service will be targeted at UK-owned businesses² that are key to the local economy. The account managers will develop a relationship with these businesses to help them grow and address any barriers they face, with a view to retaining their investment in our area

Supporting People into Employment

- 3.6 The City Deal proposals would help young people and those furthest from the labour market into employment by four key strands of activity:
- A. Increasing the number of good quality local apprenticeship opportunities for young people in the local labour market

² Thereby complementing the current national programme aimed at foreign owned companies (FDI) delivered by PA Consulting

- B. Improving the work readiness of young people and those furthest from the labour market so that they can benefit from the new job opportunities being created
- C. Addressing youth unemployment and NEET
- D. Site specific skills plans to ensure that we are meeting the skills needs associated with new developments.

3.7 These interventions are described in more detail in the next section.

A. Increasing Apprenticeships

3.8 Through City Deal we plan to expand upon existing plans for an apprenticeship hub which will:

- **Stimulate employer demand for apprenticeships**, especially in sectors with greatest current or potential skill mismatches. This will be achieved through a team of apprenticeship development officers who will engage directly with employers to:
 - Make the business case for apprenticeships through the benefits reported by other employers
 - Organise events to promote apprenticeships to Small to Medium Sized Enterprises (SMEs) and follow up with face to face support
 - Support large employers to take on more apprenticeships
 - Assist businesses in the identification of the most appropriate training provision
 - Assist, where appropriate, in the recruitment process – e.g. by providing access to ‘apprenticeship-ready’ candidates
 - Provide access to financial incentives (for eligible employers, e.g. those that have never taken on an apprentice before). This will include supplementing the National Apprenticeship Service (NAS) Grants to provide a stronger incentive to employers.
 - After care monitoring to ensure quality
- **Raise the profile of apprenticeships amongst young people and help them to apply for apprenticeship vacancies**
- The apprenticeship hub will support all sectors of the economy, but the focus will be on LLEP priority sectors and those that are experiencing recruitment difficulties and skills problems³. These sectors are:
 - Engineering
 - Manufacturing (especially food and drink)
 - Logistics
 - Construction
 - Care
 - Creative industries

B. Work Readiness

³ As identified in the LLEP Skills Needs Assessment

3.9 The City Deal proposal highlights a number of interventions to improve the **‘work readiness’** of young people and those furthest from entering the labour market. These include both work inspiration programmes and work placement opportunities, such as:

- **Improving the knowledge and understanding of the labour market.** For example we would like to strengthen existing arrangements and further develop the links between local employers and local schools, by commissioning a service to provide:
 - Mock interviews with employers and employer site visits
 - Careers advice led by employers
 - Development of programmes and locally agreed qualifications for employability skills
 - Mentoring
 - Challenges, competitions and project work
 - CPD and industrial placements for teachers
 - Talks in schools and colleges
- **Provide more opportunities for work experience and work placements.** Activities to include:
 - Increasing the existing Leicester City Council Step Up programme. This currently supports **190** young people to gain paid work placements in the private sector. Through City Deal, we would like to increase this activity to **400** paid work placements
 - Establishment of **500** Traineeships across the LLEP area over the next three years – which will help people into employment or into apprenticeships

C. Supporting NEETs⁴ and Unemployed

3.10 Our City Deal proposal sets out plans to support NEETs and young people out of work by:

- Working with local partners to scale up existing activities, such as the Prince’s Trust Get Started and Get Into programmes.
 - The **Get Started** programme is a short engagement programme using sports or the arts. It is aimed at young people furthest from the labour market and helps them re-engage with learning and take the first step to increase their personal and social skills, motivation and confidence. Through City Deal we would like to increase the number of programmes on offer, from three programmes to **nine programmes per year, benefitting over 100 NEET young people per year.**
 - The **Get Into** programmes are short sector specific employability programmes which give NEET young people work skills and experience by partnering with employers and training organisations to create short vocational training and work placement opportunities. Through City Deal we would like to increase the number of courses from two to twelve per

⁴ Young People aged 16-18 Not in Education, Employment of Training

year, enabling at least 150 NEET young people to access the programme per year.

- Expansion of the Talent Match programme to offer greater geographical coverage.
 - The Talent Match programme is a Big Lottery funded programme that supports young people aged 18 to 24 who have been unemployed for over 12 months. The aim of the programme is to create a significant shift in how the entrenched issues faced by these young people are tackled and support them into work.
 - Our Talent Match bid for £2.3m has been acknowledged as an exemplar, especially around the input and co-design of interventions by NEET young people.
 - The current Talent Match programme is limited to four wards in Leicester City⁵: Beaumont Leys, New Parks, Braunstone & Rowley Fields and Spinney Hill. Through City Deal we would like to extend the coverage to all other wards in Leicester City that have relatively high youth unemployment rates compared to the national average.

3.11 Local partners are also exploring a range of interventions to support those with complex needs back into the labour market. This work is still under discussion with Jobcentre Plus, Leicestershire County Council, Leicester City Council, Skills Funding Agency and Voluntary Action Leicestershire.

D. Site Specific Skills Plans

3.12 A key feature of our City Deal proposal is to develop and implement **site specific skills plans** that are linked to key infrastructure/employment sites. The Leicester City key sites are Pioneer Park (Leicester Innovation & Technology Park), Leicester City Centre Office developments (New Walk Centre and Dover Street) and the Leicester Waterside area. The skills plans will address:

- Promotion of local job opportunities to young people and their parents, those furthest from the labour market and local communities
- Arrangements to ensure employer needs are met in terms of recruitment and skills

⁵ It also includes Greenhill ward in Coalville in Leicestershire.

City Deal Offers and Asks

4.1 The City Deal process requires us to outline what we are offering to Government and what we would like to ask for in return. We are still in discussion regarding the final content of the City Deal but a summary of what we are hoping to secure and offer is provided below.

Offer Summary

- Strong track record of partnership working and project delivery
- Significant business and partner commitment
- Scaling up existing projects which are already working e.g. Step up programme, FE College provision, education/business links through LEBC, VESA and Leicestershire Cares, Prince's Trust activities
- Business-led design of our Growth Hub (see section 3.3) which will provide a service to help our local businesses grow through a signposting service and targeted growth programmes
- Young person-led design of Talent Match programme to help young people that have been unemployed over 12 months back into work or training (see section 3.10)
- Practical approach to match labour market demand and labour supply through site specific skills plans
- Local match funding from private and public sector (still under negotiation)
- Use of local Procurement to stimulate local training, apprenticeships and employment opportunities

Asks Summary

- Flexibility to use our £10m from the Regional Growth Fund Round 4 (RGF4)⁶ funding to benefit a wider range of businesses with access to grant programmes and to implement the Business Support Growth Hub arrangements
- Access to the £2 to £3m of RGF4 allocated to Wave 2 City Deals for the establishment of Growth Hubs (via University of Lancaster)
- Access to potential underspends from the national Youth Contract and the national Work Programme to invest in **local programmes** that have delivered results

⁶ The Regional Growth Fund (RGF) is a £3.2 billion fund, helping companies throughout England to create jobs between now and the mid-2020s. The RGF supports projects and programmes that are using private sector investment to create economic growth and sustainable employment. The RGF is a flexible and competitive fund, with bidders able to submit bids either as a project or a programme.

- Better information sharing e.g. from DWP to access and track young unemployed and those furthest from the labour market – so that we can provide better service delivery and evaluate which interventions have worked

4 Outcomes

5.1 We are still in discussion about the full range of outcomes, however, the benefits to Leicester City from the youth employment elements of City Deal can be summarised as:

- **1,000 new apprenticeship starts in 3 years**
- **500 traineeships delivered in 3 years**
- **400 paid work experience placements through Step-up programme**
- **All year 10 young people have 2 week work experience opportunity**
- **All young people studying vocational qualifications post 16 to have significant work experience**
- **All young people studying AS and A levels have work experience opportunity**
- **Improved linkages between employers and schools/colleges**
- **50% reduction in NEETs over five years**
- **50% reduction in youth unemployment over five years**
- **5 Skills plans developed to support and meet needs of key employment sites**

5 Timetable

6.1 We have been given a tentative timetable from the Cabinet Office which is summarised in table one. This is dependent upon us making sufficient progress with our City Deal proposals. There has been a slight change to the process which means that we now need to produce policy papers before the negotiation document. We have submitted a first draft of the policy papers to the Cabinet Office which have received a positive response. The LLEP and local partners are now working through the detailed feedback to produce a second draft.

Table 1 – Revised Timetable City Deal

Activity	Timetable / deadline (2013)
Development of Policy Papers on each aspect of the City Deal and engagement with Government Departments	August
Development of Negotiation Document	August to October
Preparation of main pitch to Ministers	September to October
Readiness check with Lord Shipley	w/c 7 th October
Challenge session with Greg Clark	16 th October
FINAL submission of City Deal Negotiation Document to CPU	21 st October

Local Growth Working Group Interview with Ministers (formerly referred to as Ad hoc Ministerial Group)

w/c 4 th November

- 6.2 After the Local Growth Working Group in November, we will need to prepare an Implementation Plan. Subject to successful completion of the Implementation Plan, we should be able to access City Deal funding from April 2014.

Executive report to Scrutiny

Economic Development, Transport
and Tourism Scrutiny Commission

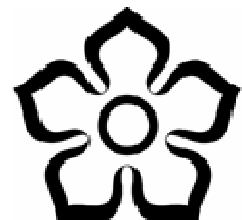
Date of Commission meeting: 4 September 2013

Cultural Services Tourism Provision

Lead Executive Decision Maker:

Assistant Mayor for Heritage, Leisure and Sport

Lead Director: Director of Culture and Neighbourhoods



Leicester
City Council

1. Summary

This report sets out Culture and Neighbourhood Services' current provision for tourism, and plans for the future, with particular reference to the following:

- Arts and Museums venues
- Story of Leicester (Heritage Interpretation)
- King Richard III
- Cosmopolitan Leicester and faith activities
- Festivals and Events
- Major Initiatives including Rugby World Cup and City of Culture bid

2. I have consulted the following people about this decision:

n/a

3. I have received the following financial, legal and other advice

N/a

Report:

1. Introduction

This report sets out the Culture and Neighbourhood Services Division's current provision which supports tourism and our plans for the future. It particularly focuses on arts, heritage and museums.

Culture and Neighbourhood services cover the following activities which particularly support tourism and the visitor economy:

- Museums
- Heritage sites, heritage interpretation and funding for the Record Office
- De Montfort Hall and funding for Curve and Phoenix
- Arts development including Public Art
- Directly delivered festivals and events
- Support for externally organised festivals and events, including e.g. funfairs
- Development and delivery of events, one-off programmes and major initiatives
- Sports provision (Some contribution to tourism)
- Libraries and Community Services provision (Some contribution to tourism)

In addition the City Development and Neighbourhoods Department, of which we are part, delivers the following services which particularly support tourism and the visitor economy:

- Parks and Open Spaces
- Planning and Conservation
- Highways and Traffic Control
- Regeneration
- City Centre Director

Leicester's cultural activity includes provision not only by the City Council, but also by its partners, including for instance both Universities, faith organisations, sports clubs, the County and District Councils, the National Trust, Curve, Phoenix, the National Space Centre, Great Central Railway, festivals, many smaller voluntary organisations and the private sector.

2. Background

Tourist: a person who is travelling or visiting a place for pleasure (Oxford Dictionary)

On July 5 1841, 500 people paid Thomas Cook a shilling each for a railway trip from Leicester to a temperance meeting in Loughborough. In 1845 he conducted his first trip for profit, to Liverpool from Leicester, Nottingham and Derby. In 1846 he took 350 people to Scotland, and thanks to him, in 1851 150,000 people from Yorkshire and the Midlands saw the Great Exhibition, including 3,000 children from Leicester, Derby and Nottingham. Thus, in Leicester, the modern tourism industry was born.

Cook saw tourism as a tool for education and social improvement, but its economic potential was also clear from the outset. Moreover temperance meetings took their place alongside market days and fairs, which had always been popular destinations, as well as more dubious ones: Leicester's last public hanging took place in 1856.

Tourists need places to visit and things to do. It is no coincidence that in 1849 Leicester's first museum and cemetery were provided by the Corporation, and within a lifetime were joined by parks, libraries, swimming baths, Granby Halls, de Montfort Hall, the Guildhall, more cemeteries and museums, pageants and shows, not to mention Christmas lights, attractive streets, open spaces, fountains and statues.

Tourists are sometimes defined as coming from a distance and staying at least one night, but a day or an evening out in one's own city, perhaps with visiting friends or relatives, is just as much tourism, and tourists can come for business, study or faith purposes, such as conferences or religious festivals. Money is usually spent related to the activity itself, travel, food, drink, and retail. This "visitor economy" creates employment and wealth, which is why tourism is one of the UK's largest industries.

Tourism also helps to make a place more attractive to visit and convey a sense of its specialness. This helps local people to feel proud of where they live and who they are, which is good for them, and good for business.

2. Strategic Context

Culture, which includes all arts and heritage access and participation, is reflected in a number of the council's key strategic initiatives, such as the Economic Action Plan, the Story of Leicester plan, and Cultural Ambition Statement. It is also fundamental to the Connecting Leicester and Visit Leicester initiatives and place-marketing work.

2.1. UK City of Culture 2017 Bid

The current UK City of Culture 2017 bid supports all the above. It proposes that culture should underpin all council initiatives. The bid aims to achieve four step changes, all of which support tourism:

- Create a strong sense of place and unifying civic identity for Leicester which is "owned" by residents and recognised locally, nationally and internationally
- Realise the inherent potential of the city's cultural infrastructure to strengthen capacity and leadership and increase participation
- Deliver significant long term economic benefits, with key growth in the creative industries and visitor economy sectors
- Improve the way young people connect with culture and engage with the city

2.2. Visit England's Strategic Framework for Tourism in England 2010-20

This is designed to maximise tourism's contribution to the economy, employment and quality of life in England. Its objectives and the following extracts demonstrate the importance of Leicester's cultural provision to tourism development:

The greatest opportunity for tourism continues to be the destination itself – England. It remains a highly attractive place to visit with a range of historic towns and cities... There is also the endless vitality of England's largest cities...where cutting-edge culture sits alongside rich history...The regeneration and enhancement of town and city centres has opened up new destinations and experiences to visitors and residents alike and, as ever, England has an incredible cultural offer with world-class theatre, museums and galleries, events and festivals.

2.2.1. To increase England's share of global visitor markets

World famous and exceptional destinations (will be) used to attract new visitors who can then be encouraged to explore the richness of England.

A collaborative approach ... will position and build England's reputation as a destination which delivers the authentic and world class experiences visitors demand; from built and natural heritage, to the vibrant contemporary culture of England's cities

2.2.2. To offer visitors compelling destinations of distinction

There are few places in the world that can boast the variety of cultural experiences, historic environments and natural landscapes to be found in England. These are the tourism industry's key assets and therefore require high standards of management.

Tourism is often a catalyst for regenerating and improving destinations as demonstrated in areas such as the NewcastleGateshead Quayside, Manchester City Centre and London's South Bank. Residents are the main beneficiaries of these developments but they also offer visitors new destinations and experiences.

Raising satisfaction levels in the visitor experience and encouraging more UK residents to enjoy the destinations on their doorstep are key elements in increasing visitor spend and contributing to (the industry's) growth target

2.2.3. To champion a successful, thriving tourism industry

The tourism industry must work with a range of Government Departments, authorities and agencies to achieve the full potential of the visitor economy. It must be taken into account in the development of policies and initiatives

2.2.4. To facilitate greater engagement between the visitor and the experience

Visitors must have a warm welcome and great service, easy access to information, improved accessibility to tourism facilities and services.

3. Benefits of culture and benefits and costs of tourist-focussed provision

3.1. Social benefits and costs

The social benefit of Leicester's culture and leisure provision is well recognised, for instance by the DCMS (Department for Culture Media and Sport) which awarded us Beacon Status for culture and sport for hard to reach groups.

The social benefit of developing a tourism focus in cultural provision is that it helps to promote local pride and a positive sense of identity and to make the city more attractive. By attracting audiences from a wider area, greater provision, and a higher quality of activity can be made available for local people.

The social cost of developing a tourism focus in cultural provision is that more non-local people will visit an area and use its facilities, which puts pressure on transport, parking and other infrastructures.

It is also important to retain a locality's identity, not only for its residents' benefit, but also because this "authentic special experience" is what attracts visitors.

Many tourist focused activities cost money, which is an issue needing careful management in areas where there is economic deprivation. The cultural activities provided by the council include some that cost significant sums of money and others which cost less or are free. We also have strategies to mitigate costs for particular groups of people, such as looked after children. Council provision should include everyone, so we need to provide different activities to reflect what different people like to do, from the wealthiest to the poorest.

3.2. Economic Benefits and Costs of Culture

Studies of the economic impact of some of Leicester's cultural activities have been carried out, such as Dave's Leicester Comedy Festival, but this is an area that has not yet been comprehensively researched. However national research would suggest that investment in culture can potentially yield a much greater return to the local economy.

Most people, whatever their income, contribute to the tourist economy in some way, whether for example by purchasing an occasional ice-cream in a park or a regular concert ticket at de Montfort Hall. Since far more ice-creams are sold in Leicester than de Montfort Hall tickets, both will make a significant contribution to our economy. (NB Some of both kinds of income supports the private economy, and some of both also supports council services, albeit in different proportions).

The City's most valuable tourism income however comes from people who do not live in the city, who therefore spend the most for instance on transport, overnight stays, shopping, eating and drinking. The annual spend by a council on supporting visitors is also likely to be less than its average net spend per resident, so even where a local authority is a major tourist centre the economic benefits should outweigh the financial costs of tourism.

Since Local Authorities have a duty not only to promote social and physical wellbeing but also economic wellbeing, it is therefore in their interest to encourage tourism. For this reason in Leicester we currently expect up to 50% of arts and museums users to be local residents and at least 50% to visit from beyond our local authority boundaries.

4. Current Situation

4.1. Spend on tourism provision and user numbers in 2012/13

Leicester City Council a significant tourism provider, in terms of its spend and visitors to its facilities and activities, as this chart demonstrates:

Name	Annual Budget	Total usages	Of which city postcodes	Of which non-city postcodes
DMH	£1,062,000	194,726	42%	58%
Curve (grant)	£789,000	191,975	38%	62%
Phoenix (grant)	£285,000	116,782	c.60%	c.40%
New Walk Museum	£445,000	219,475	58%	42%
Newarke Houses	£194,000	38,261	47%	53%
Guildhall (and Richard III exhibition)	£66,000 (+ £30,000 for temporary exhibition)	84,475	27%	73%
Jewry Wall	£98,000	24,791	43%	57%

Museum				
Abbey Pumping Station	£190,000	49,507	36%	64%
Belgrave Hall	£132,000	13,127	46%	54%
Castle, Magazine, Wygston's House (first opened to public 27.7.12) plus Richard III excavation open days	c. £38,000	10,501	c.50%	c.50%
Festivals and Events (See Appendix 1)	£734,000	535,188	71%	29%

Identifying the total cost to the council of our tourism-focused activities is hard, since they are not easy to quantify, and other elements need to be included in the overall net cost of the services set out above, for example a proportion of the Euston St museum store costs. Identifying the total number of "tourists" using our services, as opposed to any other kinds of users, is also hard. The only types of our service users that do not contribute to Leicester's "visitor economy" in some way are perhaps the "hard to reach" and vulnerable individuals and groups that we work with.

- The total net budget for Arts and Museums in 2012/13 was £5,809,000
- The total number of users in 2012/13 was 1,486,196
- This broke down as on average 47% city residents and 53% non-city residents

With regard to other council services, for example, libraries and community services have very small proportions of non-city users, but around 28% of sports facility users live beyond the city boundaries. Although only around 10% of parks users live outside the city, with at least 5.6 million significant usages per year, this still equates to around half a million "tourist" visits to our parks per year.

4.2. Comparators in 2011:

At nearly 1.5 million usages of just Arts and Museums in 2012/13, and over 5.5 million parks usages, together these numbers demonstrate that local Authorities like Leicester City Council are amongst the larger tourism providers in the country, as the following examples suggest:

Attraction	Visitor numbers	Year
Alton Towers	2,700,000	2011
Victoria and Albert Museum	2,700,000	2011
Science Museum	2,700,000	2011
Tower of London	2,500,000	2011
Imperial War Museum	1,000,000	2011
Chatsworth House	722,000	2011
Nottingham Contemporary	250,000	2011
National Space Centre	247,000	2012
Wollaton Hall	175,000	2011
Great Central Railway	124,000	2012
Snibston Discovery Park	92,000	2011

4.3. Income

The figures provided in 2.3 above represent the net cost to the council, but most of these facilities and activities are also supported by additional income, for instance from grants, food and drink, ticketing, retail, other commercial operations, room hire, e.g. for meetings, weddings, conferences and events.

Increased income generation by museums and heritage sites also demonstrates how their role as tourist attractions is being developed. For example the development of the Guildhall as a civil wedding venue is reflected in its reduced cost to the council during this period.

4.4. Spend on marketing of council facilities

Within the council, marketing and communications functions are managed centrally but services and/or divisions are responsible for the cost of specific campaigns and marketing materials such as brochures, posters, or banners.

4.4.1. Arts and Museums

Arts and Museums marketing refers only to advertising and promotions. There is no specific budget allocated to other functions like market research, or economic impact studies, and product development and business planning are covered by the overall activity budgets. For example, the cost of a banner outside New Walk Museum advertising an exhibition must come from the service's exhibition budget.

De Montfort Hall's spend on advertising is dictated by the requirements of each show and individual contract so no specific figure is set but in 2012/13 the spend was £205,000 (5% of total DMH expenditure)

Festivals, Museums and Heritage spend on advertising totalled £46,000 in 2012/13, which represents 1.1% of the total expenditure.

Service advertising and promotion includes publication and distribution of regular brochures, flyers, and posters, plus web-site maintenance and updating, and social media, and placing advertisements. It has also included a contribution towards publication of the Culture Magazine in the Leicester Mercury. (This is now being reviewed by the Mercury after its initial pilot publication period.)

4.4.2. Other council services

These have much smaller marketing budgets, or marketing spend is not separated out from other budgets because of its small scale.

4.4.5 Culture Division-wide

Some advertising and promotion for specific initiatives is funded from specially allocated budgets, for example for Leicester's City of Culture bid, the Diamond Jubilee or 2012 torch relay.

4.5. Grants and sponsorship for marketing and tourism

The main source of funding for marketing and tourism is from Arts Council England, through either their general arts grants fund or specific initiatives. These also now include Arts

Council England's Renaissance programme for museums. The Heritage Lottery Fund also supports marketing as one element in wider funding applications. Some recent ACE initiatives have been specifically intended to develop tourism, but generally project funding for marketing can only be included as part of whole programme costs. The same applies to Sport England grant programmes.

Marketing is more frequently supported by sponsorship, for example sponsorship for Diwali, most recently supported by O2.

4.6. Promoting faith through tourism

Faith has been important in the development of tourism ever since Chaucer wrote Canterbury Tales and the first pilgrimage to Mecca took place. Although Leicester City Council is a secular organization, it recognises the important role that faith plays in the lives of many of its residents, and understands the cross-over between cultural and faith activities.

In addition to significant financial support for Diwali, Navratri and the Christmas lights switch on, the council also supports Christ in the Centre held on Good Friday, with a small annual grant, and gives in kind support to Rathayatra, Vaisakhi, and Hanukkah. Eid and Ramadan celebrations also take place regularly in Leicester, attracting large numbers of people, and events like the Chinese New Year dragon dance, and Leicester Beltane Fayre have also been popular.

Some museum exhibitions have also had a faith dimension, for instance "Meeting God" at New Walk Museum, which presented Hindu Shrines. The King Richard III Centre, with its Cathedral partnership, will offer further opportunities for faith tourism.

The national Heritage "Open Doors" weekend which we organize in September regularly includes a range of places of worship, and we have supported for example the University of Leicester's faith trail.

4.7. Promoting accessibility

All the council's and council-funded venues and events are DDA compliant with the exception of some heritage buildings like the Magazine Gateway. Whilst in general mobility is less of an issue for people travelling longer distances or attending outdoor festivals, older people and families make up a large part of our audiences and so it is important to be as accessible and family friendly as possible.

Accessibility for people with learning and communications difficulties is also very important, and it is very important for people of all abilities and with all needs to have as normal and enjoyable a visitor experience as anyone else. For this reason, for example, groups of people using wheelchairs or with learning and/or communication difficulties are a familiar sight at New Walk Museum, and the Phoenix cinema has a long tradition of providing special screenings for people affected by Autism Spectrum Disorders.

4.8. Promoting employment

In addition to direct jobs provided by our facilities and activities and those we fund, a great many jobs are indirectly supported by them. These can range from artists and performers to technicians, designers, printers, leaflet distributors, exhibition contractors, architects, caterers, shop-workers, train drivers and many more. Few people just go to one of our attractions without spending money in some way, even if only on a drink.

4.9. Partnership work

All our services work in partnership, not only with each other, and other council services, but also with other organisations, to generate visitors/users and thus to promote tourism. These include for example:

- King Richard III initiative: University of Leicester, Leicester Diocese, Cathedral, County Council, Richard III Society, Leicestershire promotions
- National organisations e.g. British Museum, Tate Gallery, National Portrait Gallery, and Philharmonia Orchestra
- National Trust and de Montfort University for Gimson and the Arts and Crafts Movement in Leicester Initiative
- Music promoters for instance for Asian Music programming and the Simon Says Festival at de Montfort Hall.
- Arts organisations like Navrang Arts for the Kampala to Leicester exhibition, or Spark Childrens Festival, Art Reach, Mela, Our Leicester Day and Skyride for the City Festival.
- Hotels like the Belmont Hotel for weekend breaks during special exhibitions
- Police and other emergency services for major event management e.g. Torch relay
- Voluntary organisations like Leicester Museums Technology Association which enables the events at Abbey Pumping Station to happen, and the Friends of Jewry Wall Museum, which does the same at that site.

5. Recent developments, future opportunities and plans

Opportunities to better promote the importance of developing the visitor economy have been provided recently by the King Richard III initiative, Leicester's City of Culture 2012 bid, the 2015 Rugby World Cup, and Great Central Railway's project at Leicester North Station.

There are also great opportunities for promoting-faith related tourism, arts and crafts movement tourism, and tourism based on Leicester's long heritage from roman and medieval to modern times.

One growing area that can be developed in Leicester is ancestral tourism, where people from across the world trace their roots in the UK. For example many East Coast Americans have a connection with Leicester because its hosiery workers migrated there.

Another opportunity is to develop the already strong tourism industries within the Asian community, where maintaining family links and hospitality are still important traditions, by developing and promoting our cultural offer alongside existing Asian retail and eating-out offers. The "visiting friends and relatives" factor is already apparent amongst Asian families visiting New Walk Museum. The recently released Bollywood film shot in Leicester will encourage tourism here amongst Asian communities in the UK and across the world.

5.1. Increased usage

Some areas of our service have seen an increase in usage in recent years, as this table shows comparing 2007/8 with 2012/13 and there is scope to develop this further:

	2007/8	2012/13
New Walk Museum	179,385	219,475
Abbey Pumping Station	39,458	49,507

Guildhall (Richard III exhibition opened Feb 2013)	31,627	84,475
Festivals	423,450	535,188

5.2. Facility development 2000-2010

The council's own capital investment in tourism provision, and the income this has levered in from external agencies, plus the officer time spent on both internal work and supporting external projects, has been significant and this work continues.

5.2.1. Guildhall Visitor centre

2001, in partnership with Leicester Cathedral.

5.2.2. National Space Centre

2001, funded by the Millennium Commission and the value of the land transferred by Leicester City Council.

5.2.3. Newarke Houses and the Museum of the Royal Leicestershire Regiment

2007, refurbishment and creation of regimental museum, in partnership with the Heritage Lottery Fund and the Royal Leicestershire Regiment Association.

5.2.4. Belgrave Hall and stable block and Cross Corners Arts Centre

2001-8 infrastructure improvements, and transformation of underused buildings into work spaces and an Arts Centre managed by Mellor Primary School. In partnership with DCMS Space for Sport and Arts fund, and the European Regional Development Fund.

5.2.5. New Walk Museum

c. 2001-11 Refurbishments and improvements in partnership with DCMS Wolfson Fund, City of Leicester Museums Trust and Renaissance East Midlands

5.2.6. Curve Theatre

Opened 2007, also funded by Arts Council England and European funds

5.2.7. Phoenix Cinema

Opened 2008, also funded by de Montfort University, Leicestershire Economic Partnership and European Funds.

5.2.8. Contemporary Visual Art Gallery

2007-10 feasibility work carried out.

5.2.9. Leicester Castle

2008-10 feasibility work carried out with financial support from Leicestershire County Council

5.3. Special events and programmes 2009-13

Special events with associated seasons of activities are a catalyst for tourism. We have a track record of securing and delivering them to a high standard:

- 2009 UK Special Olympics
- 2012 Queens Diamond Jubilee visit and celebrations
- 2012 40th anniversary of Ugandan Asians in Leicester
- 2012 Olympic Torch Relay
- 2013 de Montfort Hall Centenary

5.4. Planned special events and programmes 2014-17

5.4.1. 2014-18 World War I Commemorations

This city wide programme, linked to the national commemorations, will focus on a series of exhibitions, renovation of the Victoria Park Centenary Walk and enhancement of the war memorial setting, community and educational activities. It is supported by the Heritage Lottery Fund.

5.4.2. 2014 King Richard III reinterment

The reinterment of the remains of King Richard III in Leicester Cathedral is planned to be a major programme potentially involving the University of Leicester, the City and County Councils, Leicester Cathedral and Diocese and other partners.

5.4.3. 2015 Rugby World Cup games venue

Leicester has been selected to host three matches, which will attract a high number of visitors to the city. A programme is being developed around these including fan zones and a cultural programme

5.4.4. 2017 UK City of Culture

Leicester has been shortlisted as one of four candidate cities, the final bid is to be submitted by September 30 and the outcome will be known in November.

If successful, this will bring national and international attention to Leicester and many visitors throughout an 18 month period during which a comprehensive programme involving our main cultural organisations will be delivered valued at £10 million.

If unsuccessful, work so far has done a great deal to raise the profile of Leicester, to strengthen the cultural sector and ensure it is well placed to begin to deliver the four step changes previously outlined (See para. 2.1. above), which will support the visitor economy.

5.5. Festivals development: City Festival

The recent review of festivals funding resulted in a realignment of budgets which has enabled resources to be focussed on a new City Festival which took place for the first time on Sunday 25 and Monday 26 August. This incorporated Sports Fest, Sky Ride, Our Leicester Day, and Leicester Mela with a new Old Town Festival (the successor of Castle Park Festival), and two new events; Artreach's Journeys festival and Spark's End of the Pier Delights. This joining together of separate events held at different times creates a critical mass which is greater than the sum of its parts, as well as introducing new activities and bringing new energy to existing ones. It is expected that this new festival will grow in

subsequent years and take place over a longer period of time. It is a key part of Leicester's place-marketing plans, since its profile will bring visitors to Leicester and encourage residents to stay over the Bank Holiday.

5.6. de Montfort Hall, Curve and Phoenix

Leicester's grants to its three major arts venues were reviewed by the Economic Development, Culture and Tourism Scrutiny Commission in 2012. Its chair's recommendations to the City Mayor expressed strong support for the three venues as a "continuing important investment in the artistic, cultural, social, and economic life of the city." Recommendation 6 focussed on their role in developing tourism:

(R6) There should be a coordinated approach to the increasing of tourist-related holiday packages which focus on or which involve going to evening entertainment at one of the three venues. The venues should work with Leicester-shire promotions, Leicester Chamber of Commerce and other agencies such as the Cultural Quarter Business Association, as well as individual hotels and city centre attractions, to develop and promote these packages.

This was reiterated in (R9) which was directed at the business sector. A further recommendation (R7) stressed the importance of joint marketing linked back to tourism promotions, and (R3) referred to the current back-office functions review, which has since resulted in a plan to combine box office functions. (R12) focussed on the need to develop a strong city tourism brand.

A update against all the recommendations is now planned for October 2013, which will be able to incorporate any issues arising from the current review of tourism.

Since the Three Venues review concluded in December 2012, a great deal of work has been done to develop the City's Visit Leicester brand, web-site, place marketing and tourism, as well as the City of Culture 2017 bid and developing the Richard III initiative. These have all laid foundations to build on the existing short break offers advertised by LeicesterShire promotions.

In addition to responding to the recommendations, all three venues have also enhanced their offer in other ways. Curve and Phoenix played important roles in the Cultural Quarter's Indian Summer Festival on June 30, whilst de Montfort Hall's centenary events have been well received. Curve has also developed a popular pre-theatre dining offer.

5.7. Story of Leicester Plan

Since 2011 the City Mayor has prioritised regenerating the city by promoting its heritage, which in turn will encourage tourism. The Arts and Museums service was given a remit for city centre heritage interpretation, and a new post of Heritage Manager was created to deliver the Story of Leicester Plan. (See Appendix) The plan encompasses wider developments listed below such as the King Richard III initiative, but specific achievements so far include:

- Story of Leicester display in the Visit Leicester Centre
- Story of Leicester logo and webpages, which are being gradually extended as content is developed. This ties in with the Visit Leicester which provide details of offers, events and opening hours, whilst the Story of Leicester website tells Leicester's story and signposts other sources of information.

- The Castle, Magazine and Wygston's House are now each open 12 times per year, with guided tours and regular events. They will all be open for the national Heritage Open Weekend on September 13 and 14.
- Improvements are being made to all three: Wygston's House wall has been reduced to show off the building and interior emergency lighting will enable us to use it after dark. The Magazine interior has had cosmetic improvements and more are planned, and access has been provided to the Castle Motte from Castle Yard.
- 50 new heritage interpretation panels will be installed by March 2014. The first ones, focussing on Richard III's medieval Leicester, are about to be installed, and work is underway on the remainder, covering Leicester's 2000-year history.
- Connecting Leicester streetscaping, Jubilee Square, Cathedral Gardens and New Street HLF Townscape Heritage Initiative are transforming visitor experience, together with improvement plans for Leicester Market.

5.8. King Richard III's Leicester

The discovery of the remains of King Richard III at Greyfriars in September 2012 has added a whole new dimension not only to the potential to make the best use of the story of Leicester, but also to tourism and place-marketing. The following have taken place since the first announcement in September 2012:

- Excavation open day programme and guided tours
- Major university research project culminating in the live announcement to the international media on February 4
- Two Channel 4 documentaries with record breaking viewings
- Over 100,000 visitors to the temporary exhibition at the Guildhall
- Formal partnership of Leicester, Leicestershire, the University of Leicester, Leicester Diocese and Cathedral to take forward their Richard III projects and jointly promote Richard III's connections with Leicester. This will focus on the "Cathedral Quarter" area but will help the whole city and its sub-region.
- Richard III programme of events, heritage interpretation, walking tours, coach trips, short breaks, and a new publication on Richard III's Leicester connections, linking Leicester city centre and Bosworth Battlefield.
- King Richard III visitor centre scheduled to open in Spring 2014
- Plans underway for major reinterment event in Leicester Cathedral
- Reordering of the Cathedral to create tomb area
- Creation of Cathedral gardens
- Further television coverage is planned
- Leicester University's further excavation of Greyfriars Church, publication of its research and delivery of outreach activities
- De Montfort University's increased promotion of arches from the Church of the Annunciation where King Richard's body was displayed, which survived and are in the Hawthorne building basement.
- Further development of Bosworth Battlefield and tourism promotion
- Several new and updated books have been or are being published, including Philippa Langley's the Kings Grave which will be launched at the Guildhall on October 2 and David Baldwin's Richard III the Leicester Connection in early September.

5.9. Arts and Crafts Leicester

Leicester was one of the leading arts and crafts movement centres in the 19th and early 20th centuries. Its exponents, especially Ernest Gimson, have left a rich legacy in its architecture,

in a outstanding museum collections, and a school of art which evolved into de Montfort University. The arts and crafts movement was closely linked with Leicester's radical and free-thinking traditions which are still apparent today. Some years ago we held an exhibition of Ernest Gimson's work and created a website and heritage trail about it. On October 19 we open a permanent gallery at New Walk Museum about Ernest Gimson and the Arts and Crafts Movement in Leicester. The National Trust's recent purchase of Stoneywell Cottage near Bradgate Park has enabled us to develop the potential of this initiative in partnership with them. We would like to promote Leicester as England's leading Arts and Crafts Movement City, since its relationship with Ernest Gimson and his contemporaries is on a par with Glasgow's relationship with Charles Rennie Mackintosh. As a first step, some of the planned heritage panels present Arts and Crafts Leicester and it will feature on the Story of Leicester webpages.

5.10. Great Central Railway

Great Central Railway is one of the country's best known heritage railways. The charity has started to develop its terminus at Leicester North Station, helped by the City Council recently leasing of Greenacres to them, which is being used as a café and function room, training and meeting spaces. Along with their plans to link the Leicester line with their line to Ruddington, they are working with the National Railway Museum to create an outstation displaying some of its collections at this location. A stage 1 HLF application for a major project is being prepared for submission in November 2013, and if successful the new visitor attraction would open c.2019.

This will do a great deal to promote tourism, and partnership working with the National Space Centre and Abbey Pumping Station is envisaged.

Officers from both Arts and Museums and Regeneration are working with Great Central Railway on this project and the City Council is supporting development of the initial bid.

5.11. New Walk Museum

Leicester is notable as a city for not having one very large museum and gallery, but a distributed collection of five museums which collectively offer something greater than the sum of their parts. New Walk Museum is the city's flagship museum, with the permanent galleries and temporary exhibitions collectively offering a mix of contemporary and historic visual arts, craft and design, natural history and the Ancient Egyptians. The museum has a well-established local and regional pull, supported by a gradual improvement of its facilities over the last decade as funding has become available. This has led to several national partnerships, including with the British Museum, the Victoria and Albert Museum, and the National Portrait Gallery, and it is a member of the Tate Artist Rooms programme. A catalyst for the improvement works was the long term loan by Lord and Lady Attenborough of their collection of Picasso Ceramics. Visitor figures increased from just over 100,000 per year in 2000/1 to peak at 250,000 in 2011/12, the year David Attenborough opened the new dinosaur gallery.

We have now embarked on a further phase of improvements. Current initiatives include:

- Refurbishment of the Victorian Gallery supported by Arts Council England's Renaissance programme
- A development and redisplay of the German Expressionist Collection funded by Arts Council England's Renaissance programme
- An Ernest Gimson and the Arts and Crafts Movement Permanent Exhibition

However the fire-safety limit for 80 visitors on the upper floors at any one time means that we cannot now increase visitor numbers further without an additional staircase. Similar facilities to New Walk Museum attract over 300,000 visitors per year.

In 2012/13 development funding from Arts Council enabled the University of Leicester's Museum Studies Department to work with our team to create a new vision for New Walk Museum, incorporating the need to better link it to the Story of Leicester. The next stage is to turn this vision into a masterplan, which will inform future funding applications. This will be completed by March 2014.

5.12. Newarke Houses

Newarke Houses is the city's museum of local and social history. When Newarke Houses reopened in 2007 its visitor numbers doubled, but they are now beginning to slip back and reinvestment is needed. Current projects include:

- Relocation of the conservation studios to our store, funded by Arts Council England's Renaissance programme, freeing up the rear extension for alternative uses
- Creation of disabled user access to the extension and updating fire safety across the whole building
- Creation of a new Kampala to Leicester semi-permanent exhibition to celebrate the arrival of Ugandan Asians in Leicester.
- Creation of new temporary display gallery to support new exhibition programme designed to encourage new and repeat visits
- Additions to the Regimental galleries with support of the Royal Leicestershire Regiment Museum Trust

5.13. Guildhall

The Guildhall has benefitted greatly from the Richard III initiative but once the temporary exhibition closes in February 2014 it will have a key role in interpreting medieval Leicester, as part of Leicester's overall story, as well as playing an increasingly important part in the developing tourism offer in that area, in association with St Martin's House and Leicester Cathedral. An external funding application has been made to support this work which, if successful, would see new displays and interpretation within the Guildhall by Easter 2015.

The restored field wall alongside the Guildhall visitor centre has already been lowered, apart from the original section at the cathedral end, and the Cathedral has proposed to create a doorway there opening out to Cathedral Gardens. This gives the possibility of outdoor seating for a café, either in the St Martin's House foyer or the visitor centre itself. These ideas are still being explored.

5.14. Jewry Wall Museum

Jewry Wall was opened in 1966 as the city's museum of ancient and medieval archaeology and to interpret the surviving remains of the Roman bathhouse on the site. By the early 1990s Jewry Wall Museum was home to the whole county archaeology team as well as the field archaeology unit which later became the University of Leicester's Archaeology Service. The exhibitions were still relatively new, school visits were at their height, and the staff located there were sufficient to create a well-attended events programme, so up to c.30,000 visits were made each year.

Twenty years later, with a reduced staff, shorter opening hours, declining school visits nationally, and displays twenty years older, but with the help of a very active friends group, 24,000 visits were made in 2012/13.

The Connecting Leicester and Jubilee Square projects will enable improvements to be made to the approach to Jewry Wall Museum, making it more visible and accessible. At the same time a phased programme has been begun to improve the displays and presentation. We expect the current planned improvements to be complete in 2014/15.

The University of Leicester owns the building, but the council has a long lease on the ground floor, and is responsible for the external site. Although the University has now relocated its adult education provision, this will not affect museum operations, nor the building maintenance works which will continue for some time.

Whilst complete redisplay and refurbishment is called for, the scale of work, and costs involved, mean this is a long term aspiration. However once the building maintenance work and improvements are complete, Jewry Wall Museum will be much more attractive to visitors.

5.15. Abbey Pumping Station

Abbey Pumping Station was established in the early 1970s as the city's museum of industry and technology. When the National Space Centre opened visitor numbers at Abbey Pumping Station increased from 22,100 in 1999/2000 to 64,692 in 2001/2. Even with the improved visitor facilities provided, the site was nearly at capacity. Its current healthy visitor numbers, of around 50,000, and are thanks again to a very active volunteer group, which organises its event programme for which the Space Centre car park is used.

The site still benefits from the Space Centre next door. As a comparator, at February half term it attracts around 2000 visitors, as against 7721 at the Space Centre.

Whilst the displays were last refurbished 20 years ago, the council has invested significantly in building maintenance, and its chimney is now one of the last of many that once punctuated Leicester's skyline. A limited display upgrade programme is planned to begin in 2014/15.

At the same time the Leicester Museums Technology Association has worked alongside museum staff to restore all four beam engines to working order. It is now possible to work them all for a few minutes, but for sustained working auxiliary equipment is needed and future development plans will include identifying a sustainable way of covering the significant associated fuel and staff costs.

Attendance at steam days is good, and they attract high numbers of regional visitors, but the expansion of Great Central Railway's Leicester North site offers a significant opportunity to increase visitors at Abbey Pumping Station still further.

5.16. Belgrave Hall

Belgrave Hall was originally bought by the Council, to be a historic house museum, in 1936. For at least the last 20 years Belgrave Hall and gardens has often attracted fewer than 20,000 visits per year. In 1999-2000 the number rose, following press coverage of a suspected ghost on CCTV. Whilst initiatives since then have attempted to increase visitors, numbers remained low and 2012/13 dropped to 13,127, with most coming to special events in the summer. However this site has demonstrated a potential for income generation.

Belgrave Hall is one of three Georgian houses with outbuildings and grounds next to Belgrave Park, the Talbot Inn and St Peter's Church, which there are plans for use as a cultural centre and recording studio.

Under-use of the buildings, two of which were stores, encouraged local crime. We relocated the stores, creating Cross Corners Arts Centre, and enabling Belgrave House to be brought back to residential use. We used ERDF funding to convert outbuildings into workspaces, improve public facilities and provide a marquee.

In 2012/13 funding was secured from Arts Council England to sensitively refurbish the house, encouraging appropriate income generation, whilst maintaining its attractiveness as a historic building. Museum collections were relocated to focus on interpreting the house itself, which was empty when purchased. Free public opening is provided, initially for 40 days this summer, including for its popular event programme, and income generating uses such as wedding ceremonies, courses and conferences will take place at other times. Improved infrastructure for the marquee will also be provided. Following consultation, this work is now underway.

After three years up to 15,000 visits per year are once more expected, the site's future financial sustainability will be more secure, and it will make a significant contribution to Leicester's visitor economy as well as being a much valued local amenity.

Progress is being reported to the Heritage Leisure and Sport Scrutiny Commission.

Appendix 1: Details of individual festivals and events in 2012/13

	Council Funding	Attendance
Diwali (x 2 events)	£88,000	63,000
Abbey Park Bonfire	£14,000	19,000
Christmas Switch on	£14,500	6,500
Riverside	£18,000	13,000
St Georges Day	£10,000	3,030
Diamond Jubilee	£7,925	2,100
Torch Relay	£71,760	74,500
Caribbean Carnival	£100,000	50,000
Belgrave Mela	£30,000	15,000
Dave's Leicester Comedy Festival	£18,500	55,000
Navratri	£20,000	12,225
Spark Children's Arts Festival	£9,000	12,800
International Music Festival	£5,000	1,144
Black History Month	£5,000	21,324

Some annual grants of less than £5,000 are also given, for example to Leicester Pride, Christ in the Centre, and Leicester Horticultural Show.

Appendix C

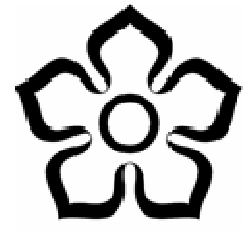
Report to Scrutiny Commission

Economic Development, Transport
and Tourism Scrutiny Commission

Date of Commission meeting: 4th September 2013

Review of Core Strategy Policies to Enable New Office Development and Employment and Training Opportunities

Report of the Director of Planning, Transportation and
Economic Development



Leicester
City Council

Useful Information:

- Ward(s) affected:- Abbey; Castle; Fosse; Spinney Hills ; Stoneygate; & Westcotes
- Report author:- Rachael Mkanza, Senior Planning Officer
- Author contact details:- (29) 7271; rachael.mkanza@leicester.gov.uk
- Date of Exec meetings:- - Mayor's Recommendation 28th August 2013
- Full Council 19th September 2013

1. Summary

1.0 Summary Of Proposals

- 1.1 The proposals outlined in this report are intended to support the delivery of the Economic Action Plan, firstly by providing new development opportunities for offices, to encourage inward investment in the City Centre and secondly by requiring employment and training opportunities to be provided in the construction sector.
- 1.2 It is proposed that major new grade 'A' office development should be allowed throughout the City Centre (see map in **Appendix 3**) and should no longer be restricted solely to the New Business Quarter. (The rationale behind this is set out in paragraphs 3.2 to 3.4).
- 1.3 It is also proposed that specific employment and training opportunities are provided as a contractual obligation, related to large scale major planning applications. (The rationale behind this is set out in paragraphs 3.7 to 3.9).
- 1.4 In order to deliver these requirements, specific amendments need to be made to Core Strategy Policies "CS04 Strategic Regeneration Area" & "CS10 Employment Opportunities", which were adopted in 2010 (and other knock on changes through-out the document). The proposed changes are set out in **Appendix 1**. The process that is necessary to make these amendments is set out in section 4 below.
- 1.5 The Public Consultation Stage took place between 11th July and 27th August and included a report to Planning and Development Control Committee. The Representations that have been received are summarised in **Appendix 4**, with any additional comments being reported verbally to the Scrutiny meeting.
- 1.6 The City Mayor has recommended that the proposed policy changes shown in **Appendix 1** are reported to Full Council, so that they can be agreed as the final "Submission" documents and submitted to the Planning Inspector to make a decision, after a further statutory 6 week "Submission Consultation" in the Autumn.

2. Recommendation(s) to scrutiny

2.0 Recommendations

- 2.1 The Scrutiny Commission is asked to endorse the recommendation of the City Mayor that the proposed policy changes shown in **Appendix 1** be reported to Full Council, so that they can be agreed as the final "Submission" documents and sent to the Planning Inspector to make a decision, after a further statutory 6 week "Submission Consultation" in the Autumn.

3. Supporting Information

3.0 Proposals

3.1 Leicester City Council proposes to amend specific paragraphs (see **Appendix 1**) of Core Strategy Policies “CS04 Strategic Regeneration Area” & “CS10 Employment Opportunities” (and other knock on changes through-out the document) regarding a) New Office Development and b) Employment & Training Opportunities in the Construction Sector.

a) Office Provision

3.2 The National Planning Policy Framework (NPPF) was published in March 2012. This confirms (NPPF Para 23, 6th bullet), that “It is important that needs for retail, leisure, office and other main town centre uses are met in full and are not compromised by limited site availability. Local planning authorities should therefore undertake an assessment of the need to expand town centres to ensure a sufficient supply of suitable sites”.

3.3 The City Council commissioned the Leicester Office Market Review study in May 2012, to consider options for new office development in the City Centre. Stakeholder events were held both at the launch and to present study findings (including landowners, developers and occupiers), both led by the Mayor at Colton Square. The “Executive Summary” of Study is on the website at <http://citymayor.leicester.gov.uk/welcome/leicesters-economic-action-plan/thriving-city-centre>

3.4 This recommended that offices should be allowed throughout the City Centre and no longer be restricted solely to the New Business Quarter, as is currently required by Core Strategy Policies CS04 & CS10. (See map defining the boundary of the City Centre in **Appendix 3**).

3.5 The Leicester Office Market Review also identified that parking provision needs to be more flexible for new office development. This recommendation will be included in a new Parking Standards Supplementary Planning Document (SPD) which is due to be published shortly.

3.6 There is no change proposed to the overall floorspace target for office provision in the City Centre, which will remain at 50,000sqm of new grade ‘A’ offices as set out in adopted Core Strategy Policy CS04.

b) Employment & Training Opportunities

3.7 Leicester City Council has developed an Employment and Skills Strategy, which is initially targeted at the construction sector. However, because this has the potential to be expanded to other sectors in the future, the proposed changes to the Core Strategy Policy wording do not restrict this solely to the construction sector.

3.8 The Employment and Skills Strategy includes target outputs for 14 different employment and training opportunity areas from nationally agreed benchmarks that are proportionate to the size and type of the construction activity proposed. (The benchmarks are derived from the National Skills Academy for Construction (NSAFC) “Client Based Approach” (CBA) which is led and approved by the construction industry).

3.9 The proposal is to require the promoters of major planning applications to submit and implement, as part of their construction contract, an approved individual “Employment and Skills Plan” (ESP) with agreed targets for each of the 14 employment and skills benchmarks.

3.10 These will require the Construction Industry to provide specific employment & training opportunities that have been agreed on a site by site basis, through 106 agreements on major planning applications.

- 3.11 Benchmarks include the number of jobs created on the project; training for both existing and new employees and would apply to both contractors and sub-contractors in the supply chain. Training opportunities would include apprenticeships, improving NVQ levels, work placements (for 14-16 years old up to graduate level) and other skill development, (such as supervisor training, or Health and safety training). In addition to these national benchmarks there will be a requirement for the contractor to report on levels of local employment & local spend achieved.
- 3.12 This will also enable individuals to complete their training in stages whilst placed or working at a number of different sites. (For example NVQ takes 2 years, or following qualification an individual still needs to gain practical on site experience).
- 3.13 The employment and training opportunities will be required through the planning application process, (for “large scale major” planning applications), by revisions to the wording of Core Strategy Policy CS10. (See **Appendix 1**). Informal guidance has also been prepared to assist developers.
- 3.14 In addition to the proposals set out above the City Council will also be applying this approach through more effective use of its procurement procedures for all council-led development.

4.0 The Process

- 4.1 Under new Government Guidance, limited policy changes can now be achieved in around 6 months, by a process called ‘Fast Track Review of Specific Policy Issues’. A copy of the Planning Inspectorate’s guidance is available at http://www.planningportal.gov.uk/uploads/pins/local_plans/discrete_policy_review_guidance.
- 4.2 This requires an initial 6 week public consultation; preparation of the final “Submission” documents; a statutory 6 week Submission Consultation and time for the Planning Inspectorate to make a decision. (The proposed timetable is in **Appendix 2**)
- 4.3 Because this is a focused review, the consultation at both stages is targeted mainly towards the business community and other relevant stakeholders.
- 4.4 If there are no unresolved objections at the time of submission of the proposed policy revision to the Inspectorate, the new office policy would be considered through the written representations procedure. (Inspectors time costs around £1,000 per day).
- 4.5 If there are objections, a hearing would be required. It is anticipated that a 1-2 day hearing could be required. (Hearings cost around £12,000 per day, which includes around 3 weeks of Inspectors time reading evidence and writing up report afterwards).

5. Financial, legal and other implications

5.1 Financial implications

There are no direct financial implications arising from this report.
Paresh Radia – Principal Accountant 296507

5.2 Legal implications

Reviews of specific adopted policies are governed by the usual plan preparation requirements set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. The legal position is as summarised within the main report.

Kylie Chapman, Solicitor, Legal Services 37 1408

5.3. Climate Change implications

There are no significant climate change implications associated with this report.
Charlotte Wood, Senior Environmental Consultant (Climate Change), Environment Team 29 8174

5.4 Equality Impact Assessment

An equality assessment is not applicable, as the proposals make offices and employment & training opportunities more accessible and more widely provided.

5.5 Other Implications

n/a

6. Background information and other papers:

n/a

7. Summary of Appendices:

Appendix 1 - Proposed Changes to Core Strategy Wording

Appendix 2 - Draft Timetable - Policy Fast Track Review

Appendix 3 - Map of City Centre

Appendix 4 - Summary of Representations made during initial Public Consultation
11th July to 27th August 2013.

8. Is this a private report ? No.

Appendix 1

Proposed Changes to Core Strategy Wording

a) The *relevant sections* of the existing Core Strategy wording is shown with proposed changes shown in **bold italic red (inserts)** and deletions as ~~strike through~~ below:-

To CS04:-

CS POLICY 4: STRATEGIC REGENERATION AREA

The Strategic Regeneration Area will be the focus of major housing development and physical change to provide the impetus for economic, environmental and social investment and provide benefits for existing communities. New development within the Strategic Regeneration Area must be comprehensive and co-ordinated, complementing and building on delivery programmes and Supplementary Planning Documents.

Development will promote:-

- Prosperity and economic growth where regeneration is the focus for major employment development;
- Liveability, with high quality residential neighbourhoods having access to a range of facilities;
- High quality urban environments that provide mixed uses and spaces;
- The potential to live, work, play and enjoy opportunities for leisure and cultural activity;
- Continuing investment in University related projects;
- Improved accessibility to jobs, homes and services and connectivity between areas including the riverside and water corridors, through opportunities for walking, cycling and use of high quality frequent public transport;
- The protection and enhancement of designated and other heritage assets and where the City Council considers appropriate the use of heritage-led regeneration; and
- Protection of existing habitats and enhancement or creation of new areas for wildlife. A comprehensive management and maintenance programme for the canal and riverside will be required, to safeguard the natural environment and increase its ecological value.

The strategy for specific parts of the Strategic Regeneration Area is set out below:-

New Business Quarter

Major Office Development

At least 50,000 sqm of new grade 'A' office development will be provided in the City Centre. The Office Market Review (2012) identified the need to upgrade the office stock, by either redevelopment, or refurbishment of offices capable of meeting occupier requirements for flexible and energy efficient working environments. New offices will need to demonstrate good pedestrian, cycle and vehicle access. Parking provision will be considered on an individual basis.

~~The New Business Quarter (NBQ) in the vicinity of the railway station, is the key area for providing office based employment and economic growth in the City. The Council will fully support the NBQ by concentrating new, large floorplate, major office development over 1,000 sqm in that area so that a critical mass of co-located offices is achieved and by promoting Leicester as an attractive place in which to invest. Parking provision will be considered on an individual basis to ensure that traffic flows are compatible with the Local Transport Plan.~~

~~As a thriving prestige office area, the key features will be:~~

- ~~• At least 50,000 sqm of new grade 'A' large floorplate offices; supporting retail and leisure uses; a hotel/conference centre; a new public square; a re-orientated railway station; a new car park; and improved bus and rail integration;~~
- ~~• Good connectivity with adjoining areas along key routes to the Central Shopping Core, the Cultural Quarter and New Walk area;~~
- ~~• Improved pedestrian, cycle and vehicle access to reduce the severance effect of the Central Ring Road; and~~
- ~~• Appropriate transport infrastructure to support delivery of the NBQ and to ensure it can compete against out of town office locations.~~

b) The *relevant sections* of the existing Core Strategy wording is shown with proposed changes shown in ***bold italic red (inserts)*** and deletions as ~~strike through~~ below:-

To CS10:-

CS POLICY 10. EMPLOYMENT OPPORTUNITIES

The City Council will work with partners to ensure that Leicester has a thriving and diverse business community that attracts jobs and investment to the City. The City Council will also take the following actions:-

Offices

~~• Promote development of the New Business Quarter (NBQ) in the vicinity of the railway station. This will be the location for concentrating new high quality (grade 'A'2), large floorplate, major office development over 1,000 sqm, so that a critical mass of co-located offices is established and enhanced.~~

At least 50,000 sqm of new grade 'A' office development will be provided in the City Centre. The Office Market Review (2012) identified the need to upgrade the office stock, by either redevelopment, or refurbishment of offices capable of meeting occupier requirements for flexible and energy efficient working environments. New offices will need to demonstrate good pedestrian, cycle and vehicle access. Parking provision will be considered on an individual basis.

~~Allow~~ § **Small offices *will be allowed*** between 100 and 1,000 sqm outside the City Centre in local and District Centres, or where they extend existing offices or where they are part of a mixed use scheme, including a Business Centre (B1(a) at Ashton Green, as part of the village Centre.

General Economic Growth

The City Council will ***require the developers of major planning applications to provide site specific employment and skills plans*** ~~promote local labour agreements with developers to enable local people in deprived communities to secure employment and~~ ***training opportunities*** ~~and skills development and~~

• The City Council will support local business to reduce their carbon footprint by bringing together business concerned with improving their environmental performance.

c) The *relevant sections* of the existing Core Strategy wording is shown with proposed changes shown in **bold italic red (inserts)** and deletions as strike through below:- In rest of CORE STRATEGY DOCUMENT

P7 FOREWORD

The whole of the Leicester community can all share in the successes of projects such as Highcross, Curve, LCB Depot, **Colton Square** ~~Phase One of the New Business Quarter~~ and innovative new housing at Freemens Meadow. Many have been award winning and all have earned the City widespread recognition.

P29 LOCATION OF DEVELOPMENT

4.3.2 A key element for the development of the Leicester PUA is the restructuring of central Leicester, focusing on intervention within the Strategic Regeneration Area (SRA) comprising Waterside, Abbey Meadows, St. George's and **new City Centre Office Development** ~~the New Business Quarter (NBQ)~~.¹

P29 Employment

4.3.7. Further investment in ~~the New Business Quarter~~ and the Leicester Science Park at Abbey Meadows will create **a** places of national significance for the creation of high skill, high wage jobs. Offices for ~~small and professional businesses~~ will be encouraged to locate in the City Centre.¹

P31

CS POLICY 1. LOCATION OF DEVELOPMENT

2. Significant new employment development will be focused in the following locations:²

- ~~New Business Quarter~~ **City Centre;**
- Abbey Meadows Science and Innovation Park; and
- Up to 10 hectares of land at Ashton Green.

3. The City Centre will be the focus for new retailing, leisure, and cultural development, to maximise choice in a central location and to enhance the scale, range, and appeal of the Centre. ~~In addition to offices in the New Business Quarter,~~ **O**ffices for small and professional businesses will be encouraged to locate in the City Centre. Beaumont Leys Town Centre and the district centres will serve local needs.³

P40 Diagram 7. The Strategic Regeneration Area

~~Delete~~ ~~4. New Business Quarter~~

P41

4.4.6 ~~Problems with the City Centre office market are compounded because modern offices have been developed out of town, to the detriment of the City Centre, attracting occupiers through freely available parking. The New Business Quarter (NBQ)~~ **The City Centre** is able to take advantage of the proximity of the City Centre's cultural, leisure and retail offer, as well as the availability of public transport. There are opportunities to minimise car parking over the plan period whilst ensuring viability and deliverability in the short term, in order to compete effectively with out of town office locations. It is important to balance Local Transport Plan requirements and City Centre parking need. ~~Allowing large floorplate offices anywhere else in the City would undermine the viability and deliverability of the NBQ.~~

p65 Table 5: New Employment Provision 2006 –2026

Location Area (Ha) Floorspace

Ashton Green * Up to 10 -

Science Park ** 6.1 At least 30,000 sqm B1(b)

New Business Quarter **City Centre** *** - At least 50,000 sqm B1(a)

* The Core Strategy proposes up to 10 ha of additional employment land at Ashton Green (see CS Policies 1, 5 & 10). At least 6 ha have been identified through the masterplanning work and further opportunities for employment provision may emerge.

** There is a total of 6.1 ha of land available for the Science Park. This is likely to provide over 30,000 of B1(b) floorspace (based on the most recent outline consents).

*** 50,000 sqm of offices includes ~~at least 30,000 sqm next to the station~~, over 9,000 sqm completed at Colton Square **and the remainder elsewhere in the City Centre** ~~at least 10,000 sqm elsewhere in NBQ.~~

P66

~~4.4.73 Developing the New Business Quarter (NBQ) as a nationally recognised, sustainable office location, to support regeneration initiatives will help to rejuvenate the office market in Leicester.~~ The delivery of a successful City Centre office market is very important to Leicester's future.

4.4.74 The NBQ **City Centre** is able to take advantage of the availability of public transport so there are opportunities to minimise car parking over the full plan period whilst ensuring viability and deliverability in the short term. This combined with the draw of an attractive place to work and the retail and leisure opportunities that the City Centre offers, will enable ~~the emerging New Business Quarter~~ **Leicester** to compete effectively with out of town office locations.

P67 Diagram 10. Office Areas

~~Delete~~ 4. New Business Quarter

P73

~~4.4.80 These developments are complemented by improvements to the main City Centre thoroughfares and the New Business Quarter being developed around the rail station, which will take advantage of the City's new links with Europe.~~

P73 Diagram 12. City Centre

~~Delete~~ 4. New Business Quarter

P75

CS POLICY 12. CITY CENTRE

4. Developing an economically prosperous Centre through the location of small offices and creative industries ~~to complement the New Business Quarter~~ and supporting related uses including new hotels and conference venues.

P107

Appendix 2. Replacement of Local Plan Policies

This table identifies the City of Leicester Local Plan (2006) policies that will be replaced by a Core Strategy policy or saved until they are replaced by the Site Allocations and Development Management Policies DPD.

~~PS05 Central Office Core (New Business Quarter)~~

P120 Appendix 7: Infrastructure Schedule

CS Policy 4 – Strategic Regeneration Area – ~~New Business Quarter~~, Abbey Meadows, The Waterside, St. George's South, St. George's North, St Johns.

P121 delete whole page ~~New Business Quarter Primary Infrastructure~~

Appendix 8. Glossary

~~NEW BUSINESS QUARTER~~

~~An area between the railway station and city centre where large office development will be focused.~~

Appendix 2

Policy – Fast Track Review - Final Timetable

Date	Task
	1 - “Public Consultation” Phase
11 th July / 27 th August 2013	Public Consultation 6 Weeks
7 th August 2013	Planning & DC Committee as part of Public consultation
August 2013	Summarise outcome of consultation and any resulting amendments
	2 - “Submission” Phase
28 th August 2013	City Mayor’s Recommendation
4 th September 2013	Scrutiny
19 th September 2013	Full Council (under the constitution this is an amendment to the Development Plan,)
October/ November 6 weeks	“Submission” Public Consultation 6 Weeks (all comments go directly to Inspectorate)
December 2013	Submit final documents to Inspector
January 2014	Inspector makes decision by Written Representations if no unresolved objections
January 2014 (have reserved provisional Hearing date with Inspectorate)	Inspector makes decision by 2 day Hearing if any unresolved objections (Hearing may not be required) <i>Need to advertise any hearing for 3 weeks previously.</i>
February / March 2014	Decision - Inspector’s report Received (6 weeks if Written Representations; Longer – reporting date agreed if Hearing)
Spring 2014	Write to objectors press notice = <i>need to give 3 weeks notice to adopt</i> Adopt Revised Core Strategy Policies

Appendix 4

Summary of representations received (over 200 emails were sent out). Public Consultation took place between 11th July and 27th August 2013.

Date received	From	Summary	Reply On Comments
12 July 2013	Warwick Business Management Ltd	The revised wording is fine.	Welcomed
18 July 2013	Highways Agency	We have no specific comments, given the location of the City Centre in relation to the M1 and the scale of the proposals, it is not anticipated that the revised core strategy wording will have a significant impact on the Strategic Road Network and in particular Junction 21 of the M1.	n/a
25 July 2013	Natural England	I can confirm that we do not have any comments.	n/a
7th August 2013	Planning and Development Control Committee	Members considered the report and commented that any changes that strengthened the position for training and employment opportunities for local people would be beneficial. Comments were also made that the changes would help to address concerns previously expressed by a member of the committee that there was insufficient office space in Leicester.	Welcomed

15 August 2013	Charnwood Borough Council	<p>Please be advised that the Borough Council wishes to record its support for the proposed changes to the City of Leicester Core Strategy, as set out in your letter of consultation, provided the more flexible approach to the delivery of Grade A office space across the city centre is not achieved at the expense of potential housing sites required to satisfy the City Council's contribution towards identified needs across the Leicester and Leicestershire Housing Market Area.</p>	<p>The intended level of office provision has not increased above the total of 50,000sqm (10,000sqm of which has already been built at Colton Square).</p> <p>The impact of this policy change is unlikely to be significant on the delivery of housing, given the small amount of sites that will be required. It therefore won't prevent housing being developed within the majority of the city centre.</p> <p>It has also opened up the NBQ area, which was previously reserved for offices for housing development.</p> <p>Under permitted development rights, residential development can be provided in any existing office for the next 3 years, so there will be many increased opportunities to provide residential development in the City Centre.</p>
16 August 2013	Harborough District Council	<p>HDC welcomes the proposed changes to CS04 and CS10 recognising their potential to the support inward investment and improve employment/training opportunities respectively to benefit of the Leicester and wider Leicestershire economy.</p>	<p>Welcomed</p>

27 August 2013

Bob Woollard
(Associate)
CAPITA SYMONDS

The Leicester office market review has clearly demonstrated that there is more than one office market operating within the city region, with city centre offices having a different range of demand requirements to those located outside of the city centre.

The demand requirement for offices outside of the city centre market can be met on out of centre sites as appropriate subject to the sequential assessment and impact assessment as set out within the NPPF. However, the imperative for the city is to regenerate the Strategic Regeneration Area and in particular the New Business Quarter.

The policy CS04 as existing, has very strong economic regeneration and sustainability justification. The Leicester office market review has not changed the planning objective of the policy, but simply highlights the demand requirements of developers. It notes that supply is primarily inhibited by economic factors rather than sites being unsuitable for development or market demand. This will inevitably improve as the economy improves. The proposed change to policy is a knee jerk reaction to difficult economic conditions. The policy has not been given the time nor the opportunity to prove its worth in effecting city centre regeneration.

The revision seeks to prematurely ditch the policy, like ditching a premiership football manager after a couple of difficult seasons –

This is not correct, The Leicester Office Market Review has actually demonstrated that there is one office market operating containing the sub markets of City Centre and Out Of Town Sites. It does however conclude that different office products are likely to come forward in these two locations.

The revised policy will still enable City Centre Regeneration.

The NBQ policy has been given adequate time and opportunity to prove its worth in effecting City Centre regeneration, since it has been in adopted policy for over 7 years since 2006 and in draft form for over 10 years since 2002.

		<p>the policy needs time and commitment in order to deliver effective regeneration of the this key area of the City centre.</p> <p>As such we object to the policy as proposed and the resultant Core Strategy would be unsound as being ineffective in delivering regeneration and unjustified in the context of evidence from the Leicester office market review.</p>	<p>This is incorrect, as the evidence in the Leicester office market review actually proposes and supports the changes.</p>
<p>27 August 2013</p>	<p>English Heritage</p>	<p>a) Proposed Revision of Policy CS04</p> <p>The proposed revision potentially creates greater uncertainty in terms of impacts on Leicester’s historic environment, as new office development could be located anywhere within the city centre (with its many heritage assets both designated and undesignated).</p> <p>We note that the Sustainability Appraisal considers the impact to be positive in terms of the historic environment (SA Objectives 3 and 7) by allowing opportunities for historic buildings to be brought back into use and the potential for areas to be enhanced through focused regeneration. This may be the case, providing that “new grade ‘A’ office development” can include the sensitive refurbishment of existing buildings and areas.</p> <p>Some clarification on what is meant by grade ‘A’ office development would be helpful, along with an explanation of the potential physical requirements of such</p>	<p>Agree to revise the Sustainability Appraisal to note that although more historic buildings may be brought back into use, some may not be suitable due to the stringent requirements of A grade development.</p> <p>There is no set definition on the grading of office space, but Class A space can be characterized as buildings that have excellent location and access, attract high quality tenants, and are managed professionally. Building materials are high quality and rents are competitive with</p>

		<p>schemes.</p> <p>On the other hand, new development anywhere in the city centre could have negative impacts on the significance and setting of a greater number of heritage assets than those in the NBQ area depending on its location. We accept that this will depend on which sites come forward and how developments are designed, but it remains an important consideration.</p> <p>The existing wording of Policy CS04 with regards to protecting and enhancing heritage assets etc (7th bullet point at the start of the policy) will help to reduce negative impacts, although the wording only relates to the Strategic Regeneration Area (SRA) rather than the city centre. It seems slightly odd to include the new wording on major office Development in Policy CS04, when it could fit in Policy CS12 on the city centre. Most of the city centre lies within the SRA, but some parts do not, especially to the south-east around New Walk.</p> <p>This could mean that major office development outside of the SRA but within the city centre does not have to adhere to the bullet points at the start of Policy CS04, including the one relating to heritage assets. In reality, the wording of Policies CS10, CS12 and CS18 appear to provide sufficient requirements with respect to heritage assets, but it would be worth</p>	<p>other new buildings. They wouldn't therefore have any set physical requirements.</p> <p>The City Centre Policy CS12 deals mainly with retail development and is not therefore the best location to put all the information about offices. However, it is noted as a result of this representation, that minor changes need to be made to CS12 as follows:-</p> <p>Also suggest we amend:-</p> <p>CS POLICY 12. CITY CENTRE 4. Developing an economically prosperous Centre through the location of small offices and creative industries to complement the New Business Quarter and supporting related uses including new hotels and conference venues.</p> <p>And also amend any other references in the Core Strategy from "NBQ" to "City Centre" and amend core strategy diagrams 10 & 12 to delete to NBQ boundary. (see new section c in Appendix 1)</p> <p>Development outside the SRA would be covered by Policy CS18 "Historic Environment" and therefore provide adequate protection to historic buildings outside the SRA.</p>
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		<p>considering whether the proposed revision of Policy CS04 creates any loopholes.</p> <p>b) Proposed Revision of Policy CS10 See above for our comments relating to the proposed revision to the New Business Quarter (NBQ) section of Policy CS10. Again, we assume that existing wording in Policies CS12 and CS18 will help to ensure the conservation of heritage assets. The deleted text in Policy CS10 appears to only relate to the first bullet point under the Offices heading, when the following bullet points in the existing policy also relate to the NBQ. It is not obvious whether the NBQ designation is to remain in any form within the amended Core Strategy (including in Diagrams 10 and 12), so clarification would be helpful. We have no comments to make on the other revision to Policy CS10 relating to employment and training opportunities, although it could potentially allow for improved skills in building conservation if a major planning application involved works to a historic building (perhaps this could be picked up as a positive effect in the relevant part of the sustainability appraisal).</p>	<p>Agree to revise the Sustainability Appraisal to note that it could potentially allow for improved skills in building conservation if a major planning application involved works to a historic building.</p>
27 August 2013	Leicestershire County Council.	The likely implications of the proposed revisions to the two specified CS policies; on the whole we are supportive of the revisions because of the potential economic benefits they could bring, but just have the following reservations:	Welcomed

		<ul style="list-style-type: none"> • In relaxing the current approach to the location of grade A office development there is potential for residential sites to come forward for grade A office use instead of residential. The implication of this is that further housing could need to be provided elsewhere in the PUA outside the City's administrative boundaries. Given the market conditions which still prevail the impact in reality will be slight if none existent; however, given we need to consider the impact across the whole plan period (hopefully the current economic climate will not prevail in the longer term) reassurance that the delivery of residential development will not be adversely effected is sought. • Grade A office development was focused in the New Business Quarter, close to the railway station, thus providing the opportunity to use rail as a key mode of transport to serve the grade A office development. This relationship is weakened with the proposed relaxation to locate grade A office space throughout the City Centre, which is likely to result in more car journeys. • The second policy which is asking developers to provide specific employment and skills plans again is supported but it would be useful to know and make clearer how this would be monitored. 	<p>The impact of this policy change is unlikely to be significant on the delivery of housing, given the small amount of sites that will be required. It therefore won't prevent housing being developed within the majority of the city centre.</p> <p>It has also opened up the NBQ area, which was previously reserved for offices for housing development.</p> <p>Under permitted development rights, residential development can be provided in any existing office for the next 3 years, so there will be many increased opportunities to provide residential development in the City Centre.</p> <p>The City Centre is still preferential location sequentially for travel above any other out of centre location.</p> <p>The "Skills Plans" will be supported by a web page and informal guidance, and that provides further information on how this will be monitored.</p>
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2013-2014

Economic Development, Transport and Tourism Scrutiny Commission Work Programme

MEETING/ Key timescales	Date	REVIEW	EVIDENCE	ACTION BY
Agenda meeting (for 31st July meeting) papers by 15 th July	19 th July 2013 3.00 pm	<ul style="list-style-type: none"> Supported buses programme Tourism 	<p>Executive paper to come</p> <p>Verbal evidence</p>	<p>Mark Wills</p> <p>Jerry Connolly</p>
Full meeting Papers by 22 nd July	31 July 2013 5.30 pm	<ul style="list-style-type: none"> Supported bus services Tourism 	<p>Executive paper to come</p> <p>Verbal/written evidence from National Space Centre Great Central Railway Leicestershire Chamber of Commerce Federation of Small Businesses Belgrave Business Association Highcross (written)</p>	<p>Mark Wills</p> <p>Jerry Connolly/ Sarah Harrison</p>
Agenda meeting (for 4 th September meeting) Papers by 12 th August	15 th August 5.00 pm	<ul style="list-style-type: none"> City Deal Tourism review Office planning policy changes 	<p>Presentation</p> <p>Written paper</p> <p>Written paper</p>	<p>Andrew Smith</p> <p>Sarah Levitt</p> <p>Andrew Smith</p>
Full meeting Papers by 23 rd August	4 Sept 2013 5.30pm	<ul style="list-style-type: none"> City Deal Tourism review Office planning policy changes 	<p>Presentation</p> <p>LCC venues</p> <p>Festivals/Events</p> <p>Richard III</p> <p>City of Culture (Consortium)</p>	<p>Andrew Smith</p> <p>Sarah Levitt</p> <p>Andrew Smith</p>
Agenda meeting (for 9 th October meeting) Papers by 5 th September	19 th Sept 2013 3.30 pm	<ul style="list-style-type: none"> Tourism review Accommodation strategy 		
Full meeting Papers by 30 th September	9 Oct 2013 5.30pm	<ul style="list-style-type: none"> Tourism review Accommodation strategy 		

4th September 2013

2013-2014

Economic Development, Transport and Tourism Scrutiny Commission Work Programme

MEETING/ Key timescales	Date	REVIEW	EVIDENCE	ACTION BY
Agenda meeting (for 13 th November meeting) Papers by 17 th October?	24 th Oct 2013 5.00 pm	Mayor's delivery plan LASALS business plan		
Full meeting Papers by 4th November	13 Nov 2013 5.30pm	Mayor's Delivery Plan LASALS business plan	Review against targets	
Agenda meeting (12 th December meeting) Papers by 21 st November	25th Nov 5.00 pm			
Full meeting Papers by 3 rd December	12 Dec 2013 5.30 pm			
Agenda meeting (for 15 th January meeting)	TBC			
Full meeting papers by 6th January	15 Jan 2014 5.30 pm			
Agenda meeting (5 th February meeting) Papers by	TBC			
Full meeting Papers by 27 th January	5 Feb 2014 5.30 pm	BUDGET MEETING		Alison Greenhill

4th September 2013

2013-2014

Economic Development, Transport and Tourism Scrutiny Commission Work Programme

MEETING/ Key timescales	Date	REVIEW	EVIDENCE	ACTION BY
Agenda meeting (20 th February meeting) papers by x February	TBC			
Full meeting Papers by 11 th February	20 Feb 2014 5.30pm			
Agenda meeting (26 th March meeting) Papers by x March?	TBC			
Full meeting Papers by 17th March	26 March 2014 5.30pm			
Agenda meeting (17 th April meeting) papers by x April?	TBC			
Full meeting Papers by 7 th April	17 April 2014 5.30pm			
Agenda meeting (7 th May meeting) Papers by x April?				
Full meeting Papers by 28th April	7 May 2014 5.30pm			

2013-2014

Economic Development, Transport and Tourism Scrutiny Commission Work Programme

FUTURE SCRUTINY ISSUES		
Source of issue	Topic	Timetable
Forward plan	Regional Growth Fund Accountable Body	
Forward plan	Future of Connexions/Multi Access Centres/adult learning strategy	
Tourism review	LLEP tourism strategy	
2013-2014 Budget letter	Reports on progress against recommendations relating to the three venues review, including three year management programmes	September 2013
2013-2014 Budget letter	Place marketing strategy report/ Aligned to report on tourism issues	
Scrutiny meeting: 6 th February	Strategic Report on Leicester to Work programme. Mike Dalzell	
Economic action plan/ 2011 Census	Skills survey based on 2011 Census data: evidence of adult qualification levels in Leicester/ Follows paper to CYPS scrutiny	
Economic Action Plan	Review of year of progress since publication	
Unallocated topic requests from members	Regeneration of Frog Island and economic development of that area of the city, including Riverside development plans.(Local development strategy being developed).	
Transport scrutiny 04/13	Real Time bus information system implementation	
Transport scrutiny 04/13	Air quality: update against published action programme	
Transport scrutiny	Cycling participation – DoT data on use of bikes in Leicester	
OSC 04/13	Access for All work programme implications for work area – Paul Leonard-Williams	
OSC 04/13	Corporate Procurement Plan 2013 /14 – to identify procurement issues for commission’s work plan and to report back any issues to OSC: Jayesh Joshi	

2013-2014

Economic Development, Transport and Tourism Scrutiny Commission Work Programme

FUTURE SCRUTINY ISSUES		
Source of issue	Topic	Timetable
Mayor's decision	Joint working party (with Housing) looking at issues relating to Meynell's Gorse and MATU: New	From July 2013
Mayor's spending review	Transport Strategy: New	To be confirmed
Mayor's spending review	Park and ride: New	To be confirmed
Member interest	Introduction of TRO to deter pavement parking: a position paper: New	To be confirmed
	Economic Action Plan	

DRAFT

4th September 2013

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