

Executive report to Scrutiny

Scrutiny committee: Heritage, Leisure and Sport

Date of scrutiny committee: 5 December 2012

Strategic Overview of Museums and Heritage

Lead executive decision maker: Assistant Mayor for
Heritage, Leisure and Sport

Lead director: Director of Culture and Neighbourhoods

1. Summary

This provides a strategic overview of museums and heritage. The purpose of this report is to provide a strategic overview of museums and heritage. It links them to council priorities, including the Story of Leicester, Cultural Ambition Statement, Economic Action Plan, and the Connecting Leicester and Visit Leicester initiatives. It sets out the current plans for museum and heritage sites and how they meet these priorities including:

- New Walk Museum
- Newarke Houses, Castle, Magazine, Guildhall, Wygston's House, Jewry Wall Museum, King Richard III excavation project
- Abbey Pumping Station, Belgrave Hall

It provides background and key performance information for museums and heritage.

Members are requested to identify any areas for which further reports should be provided, and/or questions for which responses are required.

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

2.1. Financial Implications

There are no financial implications arising directly from this report. Comparative information over time on revenue and capital funding is set out in the report; the net revenue budget in 2012/13 is £2.6m. (para 2. 2. 2.). The service developments highlighted are supported by the revenue budget, capital programme or external funding.

Colin Sharpe, Head of Finance, City Development and Neighbourhoods, (x 297390)

2.2 Legal implications

None arising from this report

Joanna Bunting, Head of Commercial and Property Law (x296450)

2.3. Climate Change Implications

One of Leicester's priorities is to become a low carbon city. There is a target to reduce city-wide carbon dioxide emissions to 50% of the 1990 level by 2025/26. The plans presented for the museum and heritage sites could increase travel in the city. It is important that any additional travel minimises carbon dioxide emissions through the promotion of environmentally-friendly forms of transport.

Mark Jeffcote, Environment Team (x296765)

Strategic Overview of Museums and Heritage

1. Introduction

1.1. Purpose of report

The purpose of this report is to provide a strategic overview of museums and heritage. It links them to council priorities, including the Story of Leicester, Cultural Ambition Statement, Economic Action Plan, and the Connecting Leicester and Visit Leicester initiatives.

It sets out the current plans for sites and how they meet these priorities, and provides some background and key performance information.

Members are requested to identify any areas for which further reports should be provided and/or questions for which responses are required.

1.2. Museums and Heritage

Heritage is a fundamental part of our identity. It means the things we value from the past that we wish to pass on to the future, whether they are part of our built and natural environment, “intangible”, or “tangible” parts of our culture, (which are the province of museums). Our heritage is integral to the world around us, our modern cultural identity and the ways we express ourselves today. The communities of Leicester have many heritages, and live together in a place with its own distinctive heritage. Together these create Leicester’s one heritage.

Heritage in general comes under the heading of “Culture”, and the Arts and Creative Industries are often involved with it as well as Museums. This is because it includes past activities which are part of modern culture, since they are traditional, or inform our thinking and expression. Heritage is often hard to separate from the world today. For example art galleries often show historic and contemporary work, and modern plays are performed alongside historic ones.

Heritage is part of many council activities. These include Arts and Museums, Community Development, Sports, Parks and Open Spaces, Libraries, Adults’ and Children’s Learning Services, Regeneration, Highways, Planning and Conservation, City Centre Development, asset management and several civic functions.

This report considers the heritage remit of just the Arts and Museums Service, in relation to its museums and heritage sites:

- It provides museums at New Walk Museum, Newarke Houses Museum, Jewry Wall Museum and Abbey Pumping Station.
- They are also heritage sites, together with Leicester Castle, the Magazine Gateway, the Guildhall, Wygston’s House, and Belgrave Hall and Gardens.

The Arts and Museums service also delivers the following heritage-related activities which are not the focus of this report:

- City Centre interpretation panels, plaques and public art
- Web-based information, publications, brochures, guides and trails
- Support for academic heritage research projects
- Community engagement, adult, school and family learning activities, encouraging volunteering and supporting voluntary organisations
- Festivals and events
- Performing arts, contemporary visual arts and participatory arts
- Funding for heritage-related organisations and projects

2. Links to Strategic Priorities

Enjoyment of their heritage helps people to feel confidence, pride, identity, and a sense of “belonging”, to their own family, local and wider communities. This is individual to them, but can also promote a sense of connection with Leicester itself and the people who have lived here over the centuries. Encouraging people to participate in and engage with Leicester’s heritage is part of creating a cohesive, tolerant city, rooted in a strong sense of “place”.

These are the social benefits of heritage. There are further benefits from an economic perspective, since they help to promote Leicester to itself and others as an attractive, interesting, proud and confident city to visit, live in, work in and do business with.

Heritage is included in a number of the council’s key strategic initiatives. The Story of Leicester and Leicester’s Cultural Ambition Statement are the main strategic drivers for museums and heritage services. Both these are reflected in Leicester’s Economic Action Plan, and the Visit Leicester and Connecting Leicester Initiatives.

2.1. The Story of Leicester

A set of council priorities relating to Leicester’s heritage are drawn together in a single Story of Leicester plan which includes:

1. A Story of Leicester “brand” identifying key initiatives
2. Story of Leicester web pages on the council’s website
3. Introduction and *Modern Leicester* gallery at New Walk Museum
4. Introduction in Visit Leicester Centre
5. New displays featuring key collections and themes
6. Enhanced city centre heritage interpretation
7. Improved heritage buildings and the historic environment
8. Marking Leicester’s important anniversaries and centenaries
9. Telling the stories of Leicester’s communities and neighbourhoods
10. Encouraging our children to enjoy its one story made up of many

2.2. Leicester's Cultural Ambition Statement

The Cultural Ambition Statement was developed by Leicester's Culture Partnership Board and adopted by the City Mayor and Executive.

By building on its international connections, its originality and by bringing the city together, the Cultural Ambition will specifically aim to ensure that in Leicester:

- Our communities connect through a sense of pride, place and identity;
- New work is created, new talent is nurtured and new ways are found for self-expression;
- Every child and young person will thrive through a rich and adventurous cultural education;
- Economic growth will flourish through investment, enterprise and business development.

2.3. Leicester's Economic Action Plan

This relates to heritage, especially Theme 3: a Thriving City Centre and Theme 5: a Confident City. This references the linked Connecting Leicester, Visit Leicester and Story of Leicester initiatives. It also emphasises the importance of working with both universities and creating overseas linkages.

2.4. Visit Leicester

Visit Leicester encourages people to visit and explore the city. It includes the new Visit Leicester Information Centre on Gallowtree Gate, (run by Leicester Promotions Limited on behalf of the council) a website and mailing list, and it promotes Leicester's museums and heritage.

2.5. Connecting Leicester

Whilst Leicester benefits from a flat and walkable central area, less sensitive developments in the past have created barriers to easy movement between different areas. Connecting Leicester is the focus for bringing together these special buildings and places through a series of key projects over the next five years. Together these will make the city a more attractive destination for shoppers, visitors, businesses and investors and a great place to live. It not only connects people and geographic locations, but also connects people with each other and with their heritage. The first five Connecting Leicester projects are:

- Jubilee Square
- St. George's Cultural Quarter: Makers Yard
- Golden Mile
- Humberstone Gate East
- The Story of Leicester

2.6. Financial Sustainability

Underpinning all these priorities is the need to promote financial sustainability in an increasingly challenging financial climate. Museums and heritage must therefore:

- Demonstrate their social and economic value, and value for money
- Continue to deliver efficiencies and achieve savings whilst delivering priority projects
- Continue to identify and develop new sources of income, so they are less dependent on the council's revenue funding
- Ensure the service is as "future proof" and robust as possible

2.6.1. Commercial Development

A Commercial Development Manager has been recruited, funded from existing staffing budgets, to lead on retail and income generation across museums and heritage services.

The overall income target for museums is £391,000 and this is intended to be increased by 2017/18 to £451,000. The target for the Commercial Development Manager is £22k in their first year. The target will be carefully monitored and reviewed to ensure maximum focus on income.

3. Current plans for museum and heritage sites and how they meet these priorities

3.1. New Walk Museum

3.1.1. Story of Leicester

The two main introductions to the Story of Leicester will be in the Visit Leicester Centre and also at New Walk Museum. The Visit Leicester centre provides a display wall, whilst New Walk Museum can provide a more detailed introduction celebrating Leicester, explaining why it is like it is now and how it came to be, signposting places of interest and sources of information, plus a Modern Leicester gallery exploring Leicester's overall story and the development of its modern communities.

A Leicester in the Arts and Crafts Era gallery at New Walk Museum will include Gimson and Arts and Crafts collections, linking it with the story of the beginning of modern civic life and the social change agenda in Leicester. This supports the National Trust's plan to acquire Stoneywell Cottage, Ulverscroft, involves partnership work with de Montfort University, and introduces the story of Modern Leicester.

A new German Expressionists gallery is planned, part of a project to better interpret and promote this internationally important collection, working with the University of Leicester and building on international partnerships developed through the collection.

A *Past Histories* gallery at New Walk Museum will link the ancient stories of the modern communities of Leicester including Europe, India, Egypt, North and East Africa, potentially including loans from national museums. It is hoped that this will become a British Museum Partnership Gallery project.

3.1.2. Other exhibitions

The Suits and Saris temporary exhibition during summer 2012 was part of the national Stories of the World Programme for the 2012 Olympic year and was funded by Renaissance/MLA then Arts Council England. The three-year project involved developing new collections and contacts between India, Leicester and East Africa.

The Tate Gallery's Artist Rooms programme in association with the National Galleries of Scotland and the Arts Council have brought two international standard modern art exhibitions, of work by Gerhard Richter and August Sander, to be followed by George Baselitz. These are from the collection of Antony D'Offay, who was brought up in Leicester and specifically wished the city to be included in this unique programme, to enable local people to enjoy his collections and help raise the city's profile.

There are also plans to develop and further promote its annual art exhibitions, both the "Open" and the Leicester Society of Artists annual show of members' work.

Partnership work with Embrace Arts as it develops its new extension will help to promote the contemporary arts offer in this part of the city.

3.1.3. Financial Sustainability

The Victorian Art Gallery is being refurbished to better accommodate the many events already held there with improved facilities and presentation. This will enable the service to increase its commercial income through additional events, wedding ceremonies and private hires. This is being supported by Arts Council England, which now has responsibility for museums, and the Friends of Leicester and Leicestershire Museums.

New Walk Museum and Gallery has increased its visitors from less than 120,000 per year a decade ago to around 250,000 in 2012/13. There is still room to expand and indeed the major regional museum of a city like Leicester might be expected to attract 350,000 visitors per year.

The lack of a second staircase however means that it cannot increase its visitors further and is already causing problems at busy periods when numbers on the first floor have to be restricted. Our plans therefore include provision of a second staircase in the future.

3.1.4. New Walk Museum Vision

Arts Council England is supporting development of a vision for New Walk Museum incorporating the Story of Leicester Plan through a project led by the University of Leicester Museum Studies Department. This will result in a blueprint document to inform a future Arts Council funding bid and also a Heritage Lottery Fund Application.

3.2. The Old Town

The Connecting Leicester project connect Leicester's Old Town including not only Jubilee Square and Cathedral Gardens, but also its museums and heritage sites.

The King Richard III excavation at Grey Friars, carried out in partnership with the University of Leicester, has been the impetus for new work to promote interest in medieval Leicester and its Royal connections. Plans to attract visitors are currently being considered.

Supporting museum and heritage sites, the Story of Leicester plan also includes:

- Enhanced web content, enabling use of smart phone apps, podcasts etc.
- Downloadable pdf guides on the Story of Leicester webpages are already available for several sites
- New interpretation panels are currently being finalised for Castle Yard, Magazine Square and Town Hall Square.
- There are more, better promoted guided tours and talks activity programmes at heritage sites including for the national Heritage Open Days
- Leicester's associations with King Richard III are being promoted in the city centre by a series of shop window vinyls

3.2.1. Newarke Houses

Additional space was recently created at Newarke Houses, with the help of Arts Council England funding, by transferring three conservation studios to the museums' central store. These will become a new, larger, schools room and activity and income generation space. The old school room will provide a permanent home for the "Kampala to Leicester" exhibition, first shown at New Walk Museum in 2012, telling the story of Leicester's Ugandan Asian Community 40 years on. This was supported by the Arts Council and Heritage Lottery Fund.

Newarke Houses and New Walk Museum will be the focus of Museum activities to mark the World War I Centenary as part of a wider programme of events with links to schools and communities.

3.2.2. Leicester Castle, the Magazine and Wygston's House

These three heritage sites had not been regularly open to the public for many years. A programme of tours and monthly open days has now been established, downloadable information sheets are available, and plans to develop longer term use of them are being explored. The Castle Motte will shortly have a new access route from the Castle Yard, Wygston's House has had its boundary wall and overgrown shrubs reduced, opening up visibility in preparation for the Jubilee Square project, and the Magazine has had the remaining old display fittings removed to make it safer and more attractive for visitors.

3.2.3. The Guildhall

The Guildhall's opening hours will be extended from Spring 2013, bringing them into line with other sites, making them easier to advertise. It will be open at the earlier time of 11am on Sunday mornings and seven days per week through the summer.

The Guildhall's proximity to St Martins House, Cathedral Square and the Grey Friars excavation site will bring increased use. The replica medieval wall alongside the visitor centre is planned to be reduced, leaving the original section, but eventually opening up the building from the new Cathedral Gardens, and increasing partnership opportunities with Saint Martin's House.

3.2.4. Jewry Wall Museum

As part of the Connecting Leicester Project, a clearer pedestrian route and access to Jewry Wall will be created from Jubilee Square. External presentation will initially be improved and once the improved access is complete, an external funding application will be made to update the displays, making use of the Roman and early Leicester finds from recent city centre excavations.

3.2.5. Abbey Pumping Station and Belgrave Hall

Abbey Pumping Station and Belgrave Hall will both benefit from the development and promotion of the Great Central Railway's terminus at Leicester North, which is part of the Soar Valley Heritage Corridor. Leicester Promotions Ltd has secured Arts Council funding in 2012/13 to develop tourism and marketing for this area.

Abbey Pumping Station will be regarded increasingly as a semi-independent, volunteer-run but council-funded museum, and the Leicester Museums Technology Association will be supported to promote the site and operate the successful events and steam days held there.

Plans are being finalised to develop Belgrave Hall as a heritage site rather than as a museum, exploring fresh ways to interpret it as a historic house, developing community and volunteer projects to present the heritage of the area as part of the Story of Leicester, and focussing resources on events rather than daily seasonal

opening. At the same time income generation will be developed and reinvested in the site to make it more financially sustainable. Funding from the Arts Council will help to transform the ground floor into a welcoming space suitable for a range of uses from wedding ceremonies to for example writing retreats. A suitable space for a marquee to be erected has been identified in the gardens, which will increase potential for different uses.

Appendix 1: Description of Service

In 1849 the Literary and Philosophical Society presented its collections to the Corporation which opened a museum on New Walk to display them. This was expanded over the years, and further sites were added as follows:

1926 The Guildhall
1937 Belgrave Hall, Cross Corners House and Belgrave House
1937 Jewry Wall Roman Baths site
1940 Newarke Houses Museum
1950 Raw Dykes Ancient Monument (Roman water conduit)
1962 Jewry Wall Museum
1968 The Magazine Gateway Museum of the Royal Leicestershire Regiment
1972 Abbey Pumping Station
1974 Wygston's House Museum of Costume
1994 Leicester Castle
2006 The City Gallery

Museums came under the management of Leicestershire County Council from 1974. They became part of Leicester City Council when it became a Unitary Authority in 1997. Arts and Museums merged in 2006. Today the Service is part of the Culture and Neighbourhoods division, along with Sports, Libraries, and Community Services. Its remit now also includes city centre heritage interpretation.

The service includes the following museums:

New Walk Museum, Jewry Wall Museum, Newarke Houses, Abbey Pumping Station

... and the following heritage sites and buildings:

The Guildhall, Jewry Wall site, Belgrave Hall, Abbey Pumping Station site, Raw Dykes, Leicester Castle, the Magazine Gateway, Wygston's House, Leicester Castle.

The service has responsibility for a collection of up to 2 million items, cared for in a central store which opened in 2006, plus smaller stores at its sites. Collections include fine and decorative art, world cultures, biology, geology, archaeology, industrial history, and social history.

The service also has responsibility for city centre heritage interpretation, and manages museum displays at New Parks, Highfields and St Barnabas Libraries. It provides formal and informal learning and community development activities, and works with a range of partners including both universities and national museums to develop its programme.

Appendix 2: Performance information

2.1. Visitors

Visitor numbers have increased from 275,000 in 1997/8 to 415,655 in 2011/12 (51% increase). Around 51% of visitors live in Leicester, 29% in Leicestershire, 19% in the rest of the UK and 1% are international. The high number of non-city visitors is reflected in our demographic profile, and it indicates that museums make a strong contribution to Leicester's visitor economy.

MUSEUMS DEMOGRAPHICS 2011-12 Based on Postcode Data from Visitor Surveys					
	BME	Disability Users	Under 16	Over 60	C2DE
City %	29%	5%	35%	16%	33%
County %	6%	6%	31%	30%	27%
UK %	14%	4%	27%	20%	22%
Overseas %	65%	0%	5%	55%	14%

2.1.1. Visitor satisfaction

Data from museum visitor questionnaires show that 97.6% of respondents rated their visit as good or excellent.

MUSEUMS 2011-12				
Question 3: How would you describe your visit?				
Excellent	Good	OK	Poor	Very Poor
55.8%	41.8%	2%	0.4%	0%

Data from Leicester's Residents Survey of a cross section of the population showed an increase in satisfaction from 77% in 2005 to 86% in 2008, when it was last carried out:

Service	% Satisfied in 2005	% Satisfied in 2008	+/-
Museums (users)	77	86	+9

2.2. Financial information

2.2.1. Major Capital Projects

The following investment to enhance exhibition and visitor provision, has been made since 2006. Unless otherwise stated, these projects were funded by a mixture of service and departmental/divisional budgets, Prudential Borrowing, and the Council's Capital programme.

Project	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	Total
Newarke Houses Refurbishment ¹	£875k	£207k	£35k				£1,117k
Museums Collections Store	£39k	£256k					£295k
New Walk Museum Café & Shop			£14k	£36k			£50k
Belgrave Hall Stable Block ²			£221k	£335k		£14k	£570k
Castle Options Appraisal			£51k	£49k			£100k
New Walk Museum – Picasso Gallery				£28k	£4k	£18k	£50k
New Walk Museum & Newarke Houses Museum Refurbishments ³						£186k	£186k
Totals	£914k	£463k	£321k	£448k	£4k	£218k	£2,368k

¹ Project commenced prior to 2006/7 and included funding from Heritage Lottery Fund (£1,000,000), Royal Leicestershire Regimental Association (£250,000). Total project cost was c.£1,800,000.

² Includes funding from East Midlands Development Agency/LeicesterShire Economic Partnership (£350,000)

³ Includes funding from Arts Council England - Renaissance (£186,000)

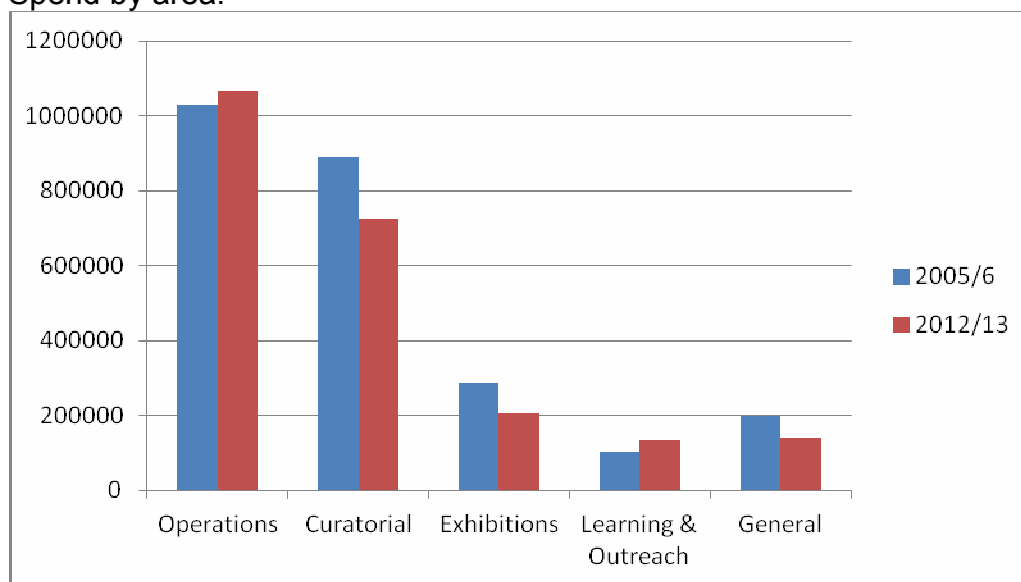
Current major projects include:

Improved access to Heritage Buildings and Sites – (£100,000 LCC)
 New Walk Museum - £300,000 (£130,000 LCC, £20,000 Friends of Leicester & Leicestershire Museums, £150,000 Arts Council England)
 Belgrave Hall - £265,000 (£115,000 LCC, £150,000 Arts Council England)

2.2.2. Revenue

Museums net revenue outturn in 2005/6	£2,508,892
Museums net revenue budget in 2012/13	£2,581,000

Spend by area:



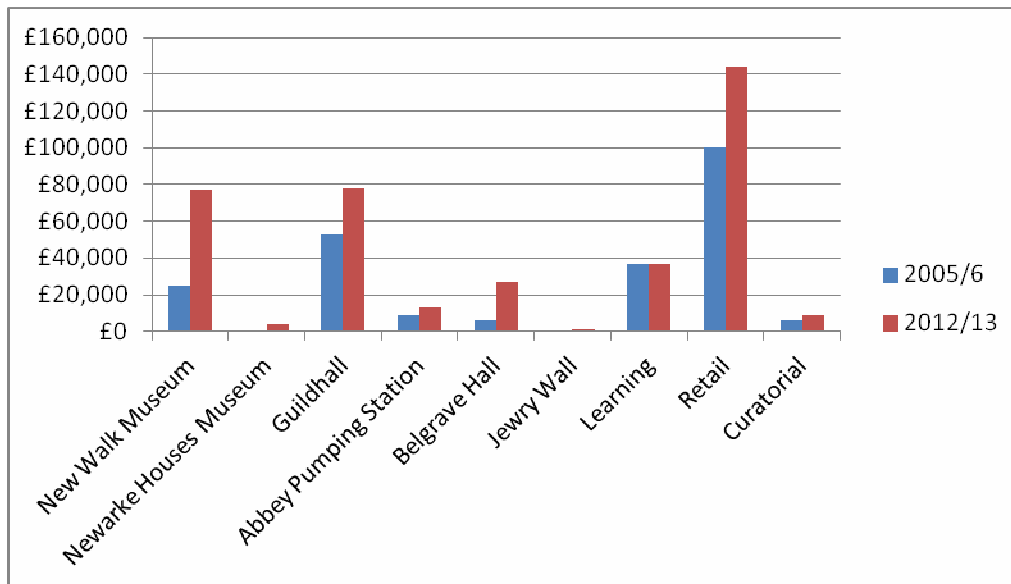
N.B. Outreach staff funded by external grant in 2005/6

Income generation:

Museums income outturn in 2005/6	£235,814
Museums income target in 2012/13	£391,000

New Walk Museum income outturn in 2005/6	£24,600
New Walk Museum income target in 2012/13	£77,000

Income by site/area:



Appendix 3: The Story of Leicester

A set of council priorities relate to Leicester’s heritage, especially the historic heart of the city, and using and interpreting Leicester’s different heritages to maximise economic and social benefits for its modern citizens. These are drawn together in a single Story of Leicester plan. We are delivering this with a range of partners including Leicester’s universities, the National Trust, local organisations and volunteers. By telling the ‘One Story’ of Leicester’s proud history, made up of many, we celebrate all the communities that make up the one community of Leicester.

The Story of Leicester Plan includes:

1. A Story of Leicester “brand” identifying key initiatives
2. Story of Leicester web pages on the council’s website
3. Introduction and *Modern Leicester* gallery at New Walk Museum
4. Introduction in Visit Leicester Centre
5. New displays featuring key collections and themes
6. Enhanced city centre heritage interpretation
7. Improved heritage buildings and the historic environment
8. Marking Leicester’s important anniversaries and centenaries
9. Telling the stories of Leicester’s communities and neighbourhoods
10. Encouraging our children to enjoy its one story made up of many

1. Story of Leicester “brand”

- A Story of Leicester brand is used for projects and initiatives that are integral to the plan, starting with displays in the Visit Leicester Centre. Criteria are being developed which other projects will need to meet in order to use it.

2. Story of Leicester webpages

- New Story of Leicester pages on the council's website provide attractive, high quality content and a basic framework. Links to other projects, downloadable pdfs and support for smart phone apps, podcasts etc. will be provided.
- 3. Introduction and Modern Leicester Gallery at New Walk Museum**
- Brief introduction celebrating Leicester, explaining why it is like it is now and how it came to be, signposting places of interest and sources of information
 - Modern Leicester Gallery exploring Leicester's overall story and the development of its modern communities
- 4. Introduction in Visit Leicester Centre**
- The Story of Leicester introduction in the Visit Leicester Centre will link to and compliment the interpretation at New Walk Museum
- 5. New displays presenting key collections and themes**
- A King Richard III visitor attraction is being planned
 - "Kampala to Leicester" gallery at Newarke Houses will tell the story of Leicester's Ugandan Asian Community
 - *Leicester in the Arts and Crafts Era* gallery at New Walk Museum to include Gimson and Arts and Crafts collections, linking it with the story of the beginning of modern civic life and the social change agenda in Leicester. This supports the National Trust's plan to acquire Stoneywell Cottage, Ulverscroft.
 - *Past Histories* gallery at New Walk Museum, linking the ancient stories of the modern communities of Leicester including Europe, India, Egypt, North and East Africa, potentially including loans from national museums.
 - New Roman Leicester displays at Jewry Wall Museum once improved access to site through Connecting Leicester project is complete.
- 6. Enhance city centre heritage interpretation**
- Enhanced web content, supporting smart phone apps, podcasts etc.
 - Downloadable guides (on Story of Leicester webpages)
 - Brochures, posters, marketing/press campaigns etc.
 - Improvements to on-street interpretation e.g. panels and signage
 - Enhanced guided tours and talks programme including Heritage Open Days
 - Continued programme of celebrating famous local people in the city centre
 - Heritage street theatre and a new Arts and Heritage festival
 - Heritage-inspired public art
 - Leicester's associations with King Richard III promoted in the city centre
- 7. Improve heritage buildings and the historic environment**

- Access to Leicester Castle and Motte, the Magazine (Newarke) Gateway and Wygston's House
- Progress plans to develop longer term use of them
- Enhance presentation of key council-owned historic buildings and locations
- Improve the setting of the War Memorial on Victoria Park
- Support the Cathedral Square project
- Heritage Lottery Fund application for a Townscape Heritage Initiative
- Connecting Leicester programme, including Jubilee Square, enhancing the area and improving linkages between different areas
- Deliver Leicester's Heritage Action Plan 2011-16

8. Mark Leicester's important anniversaries and centenaries

- The 40th anniversary of the arrival of Ugandan Asians in the UK was marked in 2012 by *Kampala to Leicester*, an exhibition at New Walk Museum
- The 2012 Queen's Diamond Jubilee Celebrations included the Queen's visit to Leicester, the Big Screen programme, beacon lighting, neighbourhood activities and records of events.
- The 2013 De Montfort Hall Centenary programme, and exhibition
- The 2014 World War I Centenary programme is planned to include:
 - An exhibition at New Walk Museum
 - Community and neighbourhoods projects
 - Schools projects
 - Arts projects
 - Civic activities

9. Help communities and neighbourhoods to tell their stories

- Story of Leicester neighbourhood and community projects, in partnership with Leicester Libraries, showcased on the Story of Leicester webpages.

10. Help our children to enjoy and understand Leicester's story

- Promote work in schools, in partnership with Children's and Young People's services, and encourage schools to visits museums and the City Centre.

Appendix 4: Extracts from Leicester's Cultural Ambition Statement

Leicester's Cultural Ambition is to build on our international connections, magnify our originality and bring people together. It will create a thriving global city where people flourish, where opportunities are created, where 'We Are Leicester'.

Leicester is ... brimful with creative talent and home to world-class heritage, art and festivals. From the Golden Mile to the Comedy Festival, from the world premiere of Dosh to the Jewry Wall, from Sue Townsend to Joe Orton, what happens, and who lives and works here makes Leicester a city to celebrate. There are many stories ... where culture has shaped lives, created opportunity and increased Leicester's profile on a UK and World stage. But we can achieve more; culture is a force for economic regeneration, social cohesion, well-being and civic identity.

... Our Cultural Ambition will specifically aim to ensure that in Leicester:

- Our communities connect through a sense of pride, place and identity;
- New work is created, new talent is nurtured and new ways are found for self-expression;
- Every child and young person will thrive through a rich and adventurous cultural education;
- Economic growth will flourish through investment, enterprise and business development.

To achieve the Ambition and its goals, the city and those signing-up to it need to:

- Show support for culture, promote what's available and celebrate successes;
- Develop new, bold and innovative approaches and reinforce its role in the city;
- Sustain Leicester's cultural assets and maximise the resources and opportunities that these offer to achieving the Ambition;
- Ensure that communities and individuals are supported and enabled to achieve their own cultural ambitions;
- Operate in truly sustainable ways; environmentally, socially and economically.

Anyone can be involved in helping to realise the Cultural Ambition for the city:

- **Members of the public** can be engaged as creators, consumers, volunteers for projects and act as ambassadors for our city.
- **Businesses** can provide space for cultural activity, advocate for culture to clients and colleagues, demonstrate the link between culture and activity fit for business.
- **Service providers** across the city – not just culture, but education, welfare, health – can start to explore how cultural engagement can change lives positively.
- **Cultural organisations and individuals** can operate in a new environment of collaboration, ambition, facilitation and delivery.

Appendix 5: Extracts from Leicester's Economic Action Plan

Theme 3 – Thriving City Centre

7. Creating a thriving commercial, retail, leisure and cultural core

The Connecting Leicester initiative...establishes more attractive and accessible physical connections to join up retail, leisure and entertainment with the city's heritage...connecting High Cross and retail areas with the historic city ...from the market to the castle precinct, the cultural quarter and centres of business activity.

8. Enhancing the quality and distinctive identity of the city centre and environment

The City centre has a rich historic and cultural heritage and this represents a tremendous opportunity to attract more people ... in terms of tourism, shopping and investment. A key focus will be on ...promoting ... historic and cultural assets.

10. Creating a more people-friendly city centre

... to enhance the appeal of the city centre particularly as a family-friendly place ... Easier access to information will enable tourists, business people, visitors and residents to ...understand more about its past and explore its history and heritage... "Visit Leicester" on Gallowtree Gate ... provides information on retail, leisure and entertainment. Additional proposals include...interpretive signs, trails QR codes, smart phone apps and printed maps and leaflets.

Action 10.2 is "to improve interpretation of the city's 2000 year history and heritage include showcasing the Story of Leicester."

Theme 5 – Confident City

15. Developing a distinctive identity for the city

17 Delivering a targeted place-marketing plan to communicate the city's values

A key priority for the city mayor is to restore the city's pride and self-confidence... through the different communities who ...will become ambassadors for the city; businesses will recommend that Leicester is the place to do business; visitors will recommend to their friends and family that Leicester is a place to enjoy leisure time.

19. Continuing to increase the visitor and tourism markets

Tourism plays an important role in the city's economy and there are significant opportunities to increase both the business and tourism markets in the coming years.

Action 19.1.is to "Improve the city offer for visitors, including... increasing family friendly activities, including more Sunday activities ... and deliver the 2012 Olympic Year Activity programme"

Appendix 4: Extracts from Connecting Leicester

Our city has a rich heritage with many gems but they are poorly connected and there are many barriers that prevent people moving around Leicester and understanding its story... Connecting the different parts of the city centre and reducing the dominance of roads would create an attractive, pedestrian-friendly, environment for local people to enjoy their historic city. It would also help businesses to flourish and attract new visitors to what we know is an interesting and exciting place.

Whilst Leicester benefits from a flat and walkable central area, less sensitive developments in the past have created barriers to easy movement between different areas. Connecting Leicester is the focus for bringing together these special buildings and places through a series of key projects over the next five years. Together these can make the city an attractive destination for shoppers, visitors, businesses and investors and a great place to live. The first five Connecting Leicester projects are:

- Jubilee Square
- St. George's Cultural Quarter: Makers Yard
- Golden Mile
- Humberstone Gate East
- Story of Leicester