

# Executive report to Scrutiny

Economic Development, Transport  
and Tourism Scrutiny Commission

Date of Commission meeting: 4 September 2013

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## **Cultural Services Tourism Provision**

Lead Executive Decision Maker:

Assistant Mayor for Heritage, Leisure and Sport

Lead Director: Director of Culture and Neighbourhoods

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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:

	<b>2007/8</b>	<b>2012/13</b>
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 40<sup>th</sup> 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 19<sup>th</sup> and early 20<sup>th</sup> 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**

	<b>Council Funding</b>	<b>Attendance</b>
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.