



## **Leicester City Council Scrutiny Review**

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### **A review of tourism strategy for Leicester**

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### **A Report of the Economic Development, Transport and Tourism Scrutiny Commission**

**12<sup>th</sup> December 2013**

## Economic Development, Transport and Tourism Scrutiny Commission

**Chair: Cllr Sue Waddington**

**Vice Chair: Cllr Rashmikant Joshi**

**Commission Members:**

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## Chair's Foreword

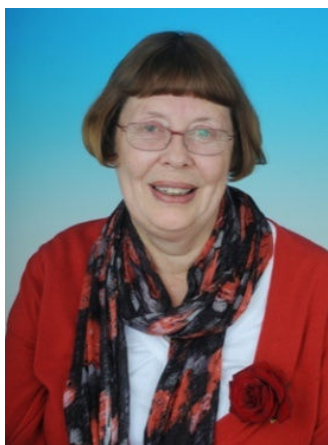
The Economic Development, Transport and Tourism Scrutiny Commission has undertaken a review of tourism in Leicester during a year when the opportunities to highlight what the City has to offer to visitors and residents have been unprecedented.

In 2013 worldwide attention was focused on Leicester when the bones of King Richard III were discovered in a Council car park. In the same year the City submitted a bid to become the 2017 UK City of Culture and was shortlisted for the honour.

In both cases the residents of the City have taken pride in their heritage and their potential for cultural engagement and participation. We now have the chance to share our history and our artistic productions with visitors from other parts of the UK and indeed the world. We want people to visit Leicester and enjoy what we have to offer.

The Commission heard evidence from a wide range of stakeholders and Council officers over several months who provided members with information about the wealth of local attractions and the planned developments; new ideas to develop the tourism offer; the contribution that tourism makes to the local economy and employment; the services provided to promote tourism and support visitors; and the potential for improvements to increase tourism and improve the experience of visitors.

All of this evidence is reflected in the report and the recommendations. I would like to thank everyone who presented evidence to the Commission in person and in written form and to all the members who contributed their ideas and time at the many meetings we held to undertake this review.



We commend this report to the City Mayor and executive, and to the other stakeholders who can influence the developments needed in Leicester to build upon the unique and diverse experience that Leicester has to offer its visitors.

**Cllr Sue Waddington, chair of the Economic Development, Transport and Tourism Scrutiny Commission. December 2013**

## **1. INTRODUCTION**

- 1.1 The tourism and visitor economy is important to Leicester and Leicestershire. It is a dynamic and broadly-based sector which has proved resilient through the worst years of the recession.
- 1.2 The total contribution of the tourism and visitor economy to Leicester and Leicestershire is £1.4bn – more than seven per cent of the total county economy.
- 1.3 Figures presented to the Commission suggest that Leicester’s share of the tourism and visitor market was worth £483m in 2012 which supported 7,000 jobs.
- 1.4 The City has a wealth of attractions for visitors, including parks and museums, a diverse retail sector, festivals, a theatre and concert hall, the National Space Centre and the Great Central Railway.
- 1.5 Leicester has gained national and international publicity following the discovery of the bones of King Richard III and the City is developing a visitors’ centre to capitalise on this.
- 1.6 The bid to become the UK’s 2017 City of Culture provided the opportunity to build new partnerships and deliver a programme of events to attract further visitors to the City.
- 1.7 Evidence presented to the Commission suggested a range of measures that could enhance and further develop the tourism sector covering matters such as image, accommodation, signage, infrastructure, connectivity, partnerships, transport, investment in jobs and training, and national and international promotion.
- 1.8 Members also contributed ideas to enhance the tourism offer such as exploring the potential of ‘Faith Tourism’, developing themed tours and packages, exploiting the waterways etc.
- 1.9 The theme of building better partnerships between all the stakeholders to develop linked offers to tourists and visitors was emphasised throughout the review.
- 1.10 Many elements are already in place to grow the sector as part of the wider vision of Leicester as a diverse and vibrant economy. These are looked at in detail in the course of this report, and are the subject of a range of conclusions and recommendations.

## **2. Recommendations**

### **Recommendation 1**

**The legacy of the 2017 City of Culture bid, including partnerships and planning for events should also consider the benefits to tourism when preparing the City of Culture bid legacy programme.**

### **Recommendation 2**

**Research is required about who visits and who do does not - their opinions / what they like / do not like etc.**

### **Recommendation 3**

**The image of the city is an issue. Several witnesses stated Leicester's identity needed strengthening. There are some negative perceptions and a lack of identity and the messages given out about the City are sometimes confusing. This needs addressing through the place marketing strategy.**

### **Recommendation 4**

**The accommodation offer needs to be improved for business and leisure tourists- for example the provision of a new quality hotel near the Space Centre and more quality central self-catering rooms to support a growth in overnight visitors. The planning framework should be amended where necessary to support this strategy.**

### **Recommendation 5**

**At the moment the City can be confusing for visitors. Good signage is needed for pedestrians to find their way to and around the City centre, shopping areas and other attractions. Better signage is also required for motorists in respect of car parking. These programmes should be completed by 2015. Proposals for improved signage to the city centre should be brought to the Scrutiny Commission for consideration before being approved.**

### **Recommendation 6**

**The existing city guides system should be further developed, based on the existing Blue Badge system, with different levels of expertise but all with the aim of supporting and informing visitors about the city centre's cultural, artistic and historic themes.**

### **Recommendation 7**

**Themed coach tours based for example on history, food, discovery, culture, parks, and faiths, could also be developed.**

### **Recommendation 8**

**A review of parking with the aim of providing better quality car parks etc is needed. Proposals for improvements to car parking should come to the Commission for consideration before being formally approved. These proposals could consider adopting a consistent approach to charges.**

### **Recommendation 9**

**The waterways and waterfronts of the city should be further developed as a tourist and visitor attraction and destination.**

### **Recommendation 10**

**Public transport should be made more user-friendly for visitors including buses to local attractions and the city centre at the times visitors may need them - in the evenings, at weekends and on Bank holidays.**

### **Recommendation 11**

**An improvement in the visitor experience regarding litter, ASB and the night time economy is recommended so that people feel safe and have a feeling of well-being when exploring Leicester in the day time and after dark.**

**The Police, Licensing and Environmental Services need to be involved. The Commission suggests these issues be taken up by the Safer Leicester Partnership, which should be asked to respond direct to the Commission at a future date.**

### **Recommendation 12**

**A coach park and pick-up and drop-off points are required and should be in place by the Summer of 2015.**

### **Recommendation 13**

**High profile attractions in the City such as the Space Centre, Great Central Railway, Curve, De Montfort Hall and King Richard III visitor centre etc should be encouraged to work together to provide a linked visitor experience.**

#### **Recommendation 14**

**Future developments in all of the above should aim to encourage more visitors by exploring packages with others working in the tourism industry in Leicester and Leicestershire.**

#### **Recommendation 15**

**The LLEP economic strategy which includes tourism as a priority, should set ambitious and relevant targets and be prepared to invest to increase visitor numbers, training and employment opportunities.**

#### **Recommendation 16**

**Tourism provides opportunities for both permanent and temporary jobs, careers, and casual employment. All are needed in Leicester and further consideration should be given to supporting jobs, training and apprenticeships, including those in customer service, hospitality, food and drink, management, the artistic and heritage professions etc.**

**The City Council, LLEP, Business and Education sectors should explore ways in which these opportunities can be developed.**

#### **Recommendation 17**

**More effective partnerships should be developed to the mutual benefit of all the stakeholders and to improve the tourism and visitor offer - for example between the city and county councils.**

#### **Recommendation 18**

**There is a need for a dispassionate and informed analysis, meaningful output measurements and planning for improvement in all the public services that support, promote and inform tourism in Leicester.**

**These include the websites Visit England, Visit Leicester and Go Leicestershire, the services they offer, such as booking accommodation and tickets; the information they provide such as 'what's on'; the materials and publications; and their promotions and advertising.**

### **Recommendation 19**

**Leicester has a good central location with good public transport and road links for visitors from the UK and this should be built upon by improved promotion.**

### **Recommendation 20**

**A more concentrated effort should be made to attract international visitors, making use of the transport links from St Pancras with Eurostar and the transport links with India etc with flights to and from Birmingham airport. Many of Leicester's communities have bonds through heritage with other countries.**

**These opportunities can be used to attract more overseas visitors. East Midlands Airport should be encouraged to develop wider business and tourist links. More direct links with Birmingham International Airport should be supported and developed.**

### **Recommendation 21**

**The many different faiths and places of worship in Leicester can be seen as an opportunity to interest and attract visitors. 'Faith Tourism' should be further explored as part of Leicester's cultural and festivals offer.**

### **Recommendation 22**

**Improvements in the City Centre such as 'connecting Leicester' will add to the enjoyment of visiting Leicester, but the potential of non-city-centre locations for tourism should not be overlooked. One such location is the Golden Mile, which could be treated as a pilot for the development of tourism and visitors with the help of the local businesses and communities and the City Council.**

### **Recommendation 23**

**Consideration of an arena/conference centre should be given when considering any proposals to redevelop the New Walk Centre site.**

### **3 Witness evidence**

3.1 A wide range of witnesses provided written and oral evidence and information. A number provided supplementary information following their attendance at or provision of information for the Commission.

3.2 The evidence reflects how the council can direct or influence policy. Therefore the report looks at the city council's role relating to:-

- Culture department evidence including museums, art galleries, performance venues, festivals and events
- Economic development in various formats
- King Richard III and its implications
- City of Culture bid, activities and implications
- City Centre Management and Place Marketing, including evidence from City Centre director Sarah Harrison

3.3 City council's partners include:

- Leicestershire Chamber of Commerce
- Leicester Shire Promotions Ltd
- Leicester and Leicestershire Enterprise Partnership

3.4 Other witness evidence included

- National Space Centre
- Great Central Railway
- Private Sector business interests, including hotels, Belgrave Road Business Association Federation of Small Businesses
- Leicester Council of Faiths.

*“Leicester needs one tourism strategy that all interested parties and agencies work together on in unison, so we all market the same message in support of the Brand.”*

*Henrik Jespersen*

#### **Setting the scene**

3.5 [A paper provided by Sarah Harrison](#), City Centre Director, posed the question: why is tourism and the visitor economy important to Leicester?

3.6 Key issues for the review, the paper said, included how well Leicester marketed itself and what it had to offer in a wider place marketing context. It sets tourism within the economic and cultural context of the city and the Leicestershire economy.

- 3.7 The report says: “Positive media coverage and advertisements are only promotion; place marketing provides a more comprehensive problem-solving framework, of which promotion is only a small part...”
- 3.8 “The challenge of place marketing is to strengthen the capacity of the community and region ‘to adapt to the changing marketplace, seize opportunities and sustain their vitality’<sup>1</sup>.”
- 3.9 There is a wide range of stakeholders, leading to complex relationships and points at which the relationships are not clear. [A 2011 government strategy paper on the tourism economy](#) – Government Tourism Policy - criticised the industry for a failure to provide a strategic and connected framework<sup>2</sup>.
- 3.10 Place marketing recognises the complexity of these relationships, Ms Harrison says, as well as conceding that the city has so far failed to establish a clear identity and focus:
- 3.11 *“In terms of place marketing, the city is a so-called ‘mega product’ consisting of many sub products including the tourist product (hotels, restaurants, shopping, heritage,, culture etc.), investment product (location, land, technology parks, workforce, etc.), residential product (types of housing), trade and service (commercial services, space, etc.), recreation and sport, fairs, exhibitions and events, etc.*
- 3.12 *“Importantly, many sub products are complementary and strongly tied to each other. For example, to an investor, the building, local labour and location are important but so are the living conditions for his family and workforce, transportation, safety and how they can spend their leisure time.*
- 3.13 *“The current lack of a strong identity has led to a dominant stereotype image that is highly distorted and simplistic and carries a mixed attitude towards the city.*
- 3.14 *“The stereotype image differs from an image which is a more personal perception of a place and is formed through a number of associations and pieces of information connected with the place. So different people can hold quite different images of the same place requiring the marketing to segment and target audiences.*
- 3.15 *“It is widely recognised that the lack of a strong identity for the city and absence of an integrated place marketing strategy needs to be addressed if the city is to*

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<sup>1</sup> Philip Kotler

<sup>2</sup> Par 3.4.1 says: “The tourism industry is disproportionately driven by small and medium-sized enterprises compared to other industries. This is good for competition, ensuring a diverse consumer offer, but it can discourage cooperation which would improve quality and information, as it increases the risk of free-riding. In addition, there are relatively high fixed costs of entry, compared to other industries, which keeps prices high. Levels of customer service and management qualifications in the industry also have further scope for improvement.”

*be more successful on a national and international stage in attracting inward investment and business and leisure tourism. “*



***Diwali celebrations in Leicester are the biggest outside India and bring thousands to the Cossington Park area of the city. Many who come to enjoy the event are from out of the city and local businesses benefit from the celebrations.***

- 3.16 The economic importance of the tourism and visitor sector to the national and local economy is stressed by Ms Harrison and business interests such as the Leicestershire Chamber of Commerce and Federation of Small Businesses.
- 3.17 The value of tourism in Leicestershire in 2011 was estimated<sup>3</sup> to be £1.4bn, of which more than half - £865m – came from day visitors to the area.
- 3.18 Business tourism is thought to account for 60% of overnight stays in serviced accommodation, a market thought to be worth a total of around £248m in 2011.
- 3.19 Tourist numbers were 30.71 million, tourist days 36.44 million and the number of jobs supported by tourism activity was 20,012.
- 3.20 Leicester’s share of the market was estimated to be £474m in 2011; the city has around 400,000 domestic overnight visitors a year – a market worth more than £50m – and 125,000 inbound overnight visitors bringing an extra £40m of spending.

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<sup>3</sup> STEAM 2011 data

- 3.21 Day visitors brought the total contribution to tourism spending in the city to £474m, supporting around 7,000 jobs.
- 3.22 Witnesses referenced a lack of hotel bed spaces at key locations within the city, and this is underlined by data comparing Leicestershire with Nottinghamshire and Bristol - both major Visit England destinations.

**Table 1**

**Serviced accommodation comparisons with other economic areas (2010 figures)**

<i>City</i>	<i>Establish-ments</i>	<i>Rooms</i>	<i>Bed spaces</i>	<i>Average occupancy (%)</i>	<i>Population 2011 Census</i>
<b>Leicester</b>	33	1,745	3,148	62.7	329,839
<b>Bristol</b>	76	3,805	8,300	70.9	428,234
<b>Nottingham</b>	80	3,884	8,239	63.6	305,680

Source: Leicester Shire Promotions Ltd

- 3.23 This might suggest that within Leicester there is comparatively low demand, especially among non-business tourists, for overnight accommodation within the city. Leicester has 40% of the establishments and 38% of the bed-spaces of Nottingham. One conclusion that can accurately be drawn is that Leicester is currently under-provided with bedrooms in comparison to other like-for-like destinations
- 3.24 However the values of the visitor economies are broadly similar (Leicestershire £1.32bn in 2010 against £1.38bn for Nottinghamshire) which indicates Leicester is far more heavily dependent on the day visitor economy than Nottingham or Bristol.
- 3.25 This data was supported by evidence from the Leicestershire Chamber of Commerce and Leicester Shire Promotions Ltd.
- 3.26 A key issue for all parties is how to reshape the pattern of visitors to the city to:
- Encourage them to stay overnight in greater numbers
  - Increase multiple visits to visitor attractions
  - Spend more money within the city’s visitor economy.

## Leicester City Council – direct influences

- 3.27 Evidence on the scope of direct involvement was given at the [September commission hearing](#).
- 3.28 Culture, which includes all arts and heritage access and participation, is reflected in the council's key strategies 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.
- 3.29 The city council's culture and neighbourhood services brief covers the following activities which support tourism and the visitor economy:
- Museums
  - De Montfort Hall and funding for The Curve and Phoenix
  - Arts development including Public Art
  - Directly delivered festivals and events and support for externally organised festivals and events
  - Development and delivery of events, one-off programmes and major initiatives
  - Heritage sites, heritage interpretation and funding the Record Office
  - Sports provision
  - Libraries and Community Services
- 3.30 The City Development and Neighbourhoods Department, of which the culture and neighbourhood services division is a part, also delivers services which support tourism and the visitor economy - namely:
- Parks and Open Spaces
  - Planning and Conservation
  - Highways and Traffic Control
  - Regeneration
  - The City Centre Division.
- 3.31 Leicester's cultural activity provision involves the City Council and its partners, including both Universities, faith organisations, sports clubs, County and District Councils, the National Trust, Curve, Phoenix, National Space Centre, Great Central Railway, festivals, and many smaller voluntary organisations, as well as the private sector.

## **City of Culture bid**

- 3.32 Running in parallel to this scrutiny review was the competition for the title of UK City of Culture 2017. The result was announcement by the Culture Secretary on 20<sup>th</sup> November and Hull was declared the winning city.
- 3.33 The city's bid was short-listed as a Candidate City for UK City of Culture 2017 and secured wide community support. The developers of the bid provided regular updates on the bid development to the Heritage, Culture, Leisure and Sport Scrutiny Commission.
- 3.34 That Commission [heard in September](#) that costs associated with the bid were £12m made up of an artistic programme costing £10m (of which £0.5m involves capital costs) and £2m delivery costs. The County Council committed £2m towards underwriting the costs of the planned 2017 City of Culture programme.
- 3.35 The spending would be over a four year period with the main commitment in 2017. The Mayor in evidence stressed that the council was seeking business and other sponsors to help underwrite the programme; the Arts Council had in principle agreed to support with winning city's artistic programme.
- 3.36 In spite of not winning the title of UK City of Culture 2017, an enormous amount of work by many partners went into developing an exciting and comprehensive programme of events. It is understood that a programme will be put on based around the work done in developing the bid and building on the considerable community interest the bid has created.

## **Leicester Shire Promotions Ltd (LPL)**

- 3.37 Leicester Shire Promotions Ltd has been delivering tourism services in the city since 1993 and in the county since 2003, and attracted significant support in evidence to the Commission from other business segments such as the Leicestershire Chamber of Commerce and Federation of Small Businesses.
- 3.38 Leicester City Council funds it through £151k for the Visitor Leicester Information Centre and £231k for tourism marketing and development.
- 3.39 Income included £112k from Leicester Visitor Centre and £473k from other sources, including £200k of Arts Council funding to support tourism development projects.
- 3.40 LPL managing director Martin Peters attended most of the Commission's sessions and provided an evidence paper, and accompanying presentation for the October hearing of the Commission.
- 3.41 The introduction to the paper was accompanied by data on visitor numbers and the value of the economy to the city and the county, and also jobs created by the tourism sector, which reflected statistics provided by the City Centre

Director and the Chamber of Commerce. Additionally Mr Peters' evidence stated that there had been:

- 12% growth in serviced accommodation value since 2011
- 20% growth across the city and county over the last 5 years
- It is estimated that business tourism accounts for around 60% of overnight stays in serviced accommodation
- Leicester enjoys a higher than average impact from overnight stays generated by people staying with friends and relatives (SFR).

3.42 He identified a £150m growth target for the tourism sector by 2020 which has been set by the city's Economic Action Plan and notes that tourism is one of nine strategic priorities identified by the Leicester and Leicestershire Enterprise Partnership (LLEP). The LLEP separately gave evidence to the Commission at the same meeting.

3.43 A wide range of advantages for the sector were set out in the LPL paper, apart from the King Richard III developments and City of Culture bid. They included:

- Hosting games for the Rugby World Cup in 2015
- The development of a satellite of the National Rail Museum at Leicester North Station
- 26 million people live within a two hour drive of Leicester
- Significant transport links, with Leicester being just over an hour from London St Pancras rail station
- Direct links to the continent via Eurostar from St Pancras
- Close proximity and good connections to two M1 junctions
- The benefits of two airports with connections across the world.

3.44 He also identified capacity issues include the lack of bed spaces, particularly better-quality bed spaces, within the city when compared with regional and other comparable cities (see Table 1).

3.45 In evidence he said this was partly due to an historic over-supply of poor-quality rooms at a time when there were high levels of investment in new hotels which drove hotel developers to sites along the motorway corridor. He said: "To achieve substantial growth we need to focus on growing the number of overnight stays." While there was capacity in the current market he said there would need to be future hotel developments.

3.46 He commented also that whilst existing hotel operators tend to get concerned about proposed expansion of the sector, there was significant evidence that increasing available bed-spaces often had the effect of increasing occupancy and rates across the whole range of available accommodation.

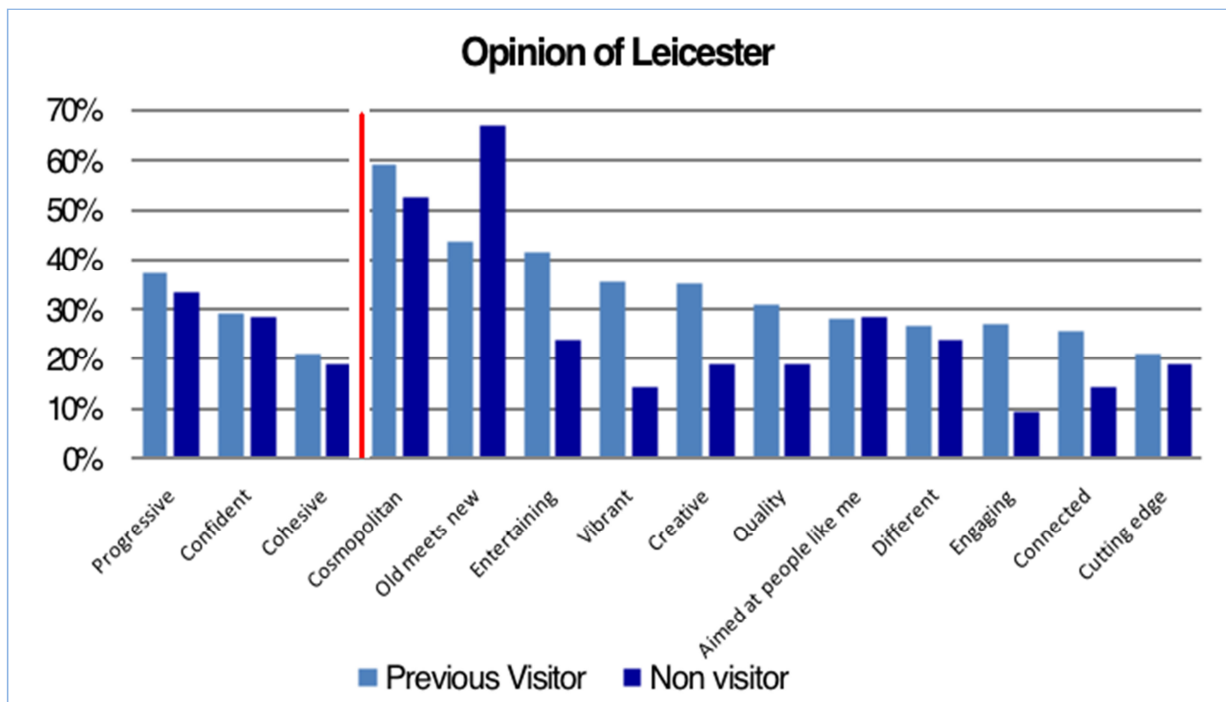
3.47 Bed occupancy rates had risen from 63% to 67% over the past few years – and 70% rates were considered to be a significant trigger for further investment in new hotel capacity.

**What do they think of us?**

3.48 LPL provided evidence of market research on other peoples’ views of the city (Table 2 below). The evidence was: “Leicester is most congruent with the word ‘cosmopolitan’ and ‘old meets new’. Respondents who have never been to Leicester are:

- More likely to perceive it as a place where old meets new
- Less likely to see Leicester as engaging, vibrant;
- Of the three key words in the branding of Leicester, ‘progressive’ is seen as most associated with Leicester
- Over a third of respondents describe Leicester as ‘progressive’

Table 2



Source: Leicester Shire Promotions Ltd

3.49 It is worth noting that from this survey data visitors’ impressions as a whole improve significantly over the views of people who haven’t visited the city.

3.50 GoLeicestershire.com is managed by LPL. The Destination Management System (DMS) it uses incorporates two-way information from many tourist information offices around the country LPL provides data on what’s on in the city and the county.

- 3.51 According to LPL there had been more than 10 million web page views for accommodation and more than 7.5m page views for places to visit and places to eat and drink.
- 3.52 LPL says more than 4,000 bed nights were booked in Leicester hotels directly through the site. A short stay promotion marketed through the site sold less than 150 packages however. And comparing the available bed spaces and occupancy rates in table 1 above with the bed nights sold through Go Leicestershire the web site accounted for around one per cent of total bed nights sold.
- 3.53 Visit Leicester.info is Leicester City Council's visitor information site and has been developing a full scale what's on information guide. This would be accompanied by a ticket booking facility for, in the first instance, De Montfort Hall, but which could be expanded to a wider range of venues within the city.

### **Leicester and Leicestershire Economic Partnership (LLEP)**

- 3.54 Evidence on the way in which the tourism strategy fitted into the wider roles and objectives of the LLEP and its priorities was presented by Andrew Rose. . He identified a potential cash stream of £50m-£100m a year which could be available for investment in the city and county from 2015/2016 – subject to successful bidding to Government.
- 3.55 The Commission was told that work would start shortly on preparing the Strategic Economic Plan (SEP) for Leicester and Leicestershire and there would be scope to highlight tourism as a priority sector for SEP investment.
- 3.56 The development of the strategy would need to consider the following issues:
- Potential to invest funding to support key tourist attractions to ensure that Leicester and Leicestershire offers a wide range of quality attractions and experiences
  - Access to tourism sector business advice services to support growth, financial sustainability and facilitate access to loan finance
  - Potential to invest in skills and training as well as promoting tourism as a 'first choice' career to create and support a workforce capable of delivering a high quality tourism product and visitor experience
  - To compete effectively in the global market, destinations have to be accessible by air, rail and road and once in the area attractions have to have good connectivity to maximise the visitor experience and choice

- Continuing support for expanding the network of cycle and walking routes will allow tourists (and local people) to access more of the tourism product in a sustainable way.

3.57 Investment to utilise heritage railways and the waterways networks could also feature as alternative transport modes but also as attractions in their own right.

3.58 A first draft of the SEP has to be submitted to Government by February 2014 to initiate the Growth Deal process which is anticipated to be concluded around August 2014. The implementation of approved Growth Deals and access to Single Local Growth funding commences in April 2015.

### **Leicestershire Chamber of Commerce**

3.59 Chamber Chief executive Martin Traynor told the Commission that:” Local economists have often described tourism as one of Leicester’s hidden success stories.

3.60 “When set against a backdrop where for many years Leicester has been fighting to establish its place within England’s tourism offer, the fact that the City has still managed to grow its visitor economy is a real achievement.

3.61 “Even though Leicester has been acknowledged on the national tourism stage as only a ‘secondary player’, thanks to the careful targeting of niche-groups and exploiting the City’s location for business tourism, the City has managed to punch above its weight.

3.62 “In recent years there have been signs of a renewed confidence in Leicester and a clear understanding of the difference tourism can make to our city and our economy.

3.63 “The City Mayor has repeatedly given his commitment to tourism and through projects such as Jubilee Square, Connecting Leicester, Cathedral Gardens, and many other initiatives will greatly strengthen the City’s tourism appeal.” However he considered that focussing on the “Search for a King” would provide the most immediate benefits to the sector.

3.64 Within Leicester, the tourism and visitor economy “plays a role in influencing the overall quality of life of residents.” And while the FSB conference was a major success for the city Mr Traynor said the case for a major conference centre in the city was not proven.

3.65 However, he was one of several witnesses who called for a coach park. “Improvements are needed in how the City welcomes and manages coaches as the current position is poor. The potential for growth in this market is huge, especially if we can link in with York and Stratford upon Avon.”

3.66 In supplementary evidence, Mr Traynor gave further detailed information about the nature of employment within the sector, and the way it might link to local training and education offers.

3.67 He said in a support paper: the Skills Needs Assessment relating to tourism indicates:

- An area of high labour turnover, with increasing skills levels, and opportunities at all levels.
- Growing numbers of apprentices and people studying the subject, but small related to the potential demand
- The reliance on transient workers reduces the effectiveness of skills development.

3.68 Discussions with Leicester College: when asked “If tourism was to increase significantly in the city/county, could you see any skills issues in the hospitality and travel/tourism sectors?” the college gave the following replies.

3.69 It would open up opportunity to increase employment particularly:

- Customer Service – to respond to increased levels of customer demand
- Hospitality – front of house and food and drink (service and cooking) – hotels, guest houses, B&B’s, pubs and restaurants etc.
- Leadership & Management – more people required to co-ordinate and take the lead.

3.70 There would be ‘knock on’ effects with:

- Road Passenger Transport: the need for more Taxi drivers / airport runs /coach trips & private hire. Colleges could offer Road Passenger Transport courses. Fees have been a barrier in the past as most drivers are self employed
- ICT/Marketing – as the industry moves towards an online culture, more technical expertise may be required e.g. web/app design, online booking systems, timetables, graphic design for brochures etc.
- Motor Vehicle – the demand for more passenger transport will impact on vehicles requiring maintenance
- Construction & Highways – stress on the infrastructure.

### **3.71 Challenges**

- Staff can be transient due to the nature of the sector in terms of shift patterns, hours and pay

- The sector is influenced by seasonal variations to recruitment
- Encouraging employers to pay apprentices a rate conducive to working in a high-demand sector
- Potential skills shortages in the tea rooms, cafe and small bistros; these are the areas that would see an immediate increase in the skills required to respond to a significant tourism surge.

3.72 “Chefs and cooks are in high demand, but this can be because people are not always aware of what the role entails until they are actually doing it. Not in terms of chef skills - more in terms of the rota system, hours and pay. For some young people this impacts on their social life significantly and they may leave the sector”.

### **Other potential challenges**

3.73 Delivery of Apprenticeships frameworks/WBL qualifications to Travel & Tourism is a challenge due to the breadth evidence required by awarding bodies. It can be difficult for employers in the advice sector of tourism or those developing the visitor economy to meet the evidence requirements.

### **Recruitment to courses**

3.74 “Recruitment on Travel and Tourism courses is on the increase - we do not envisage a skills shortage if you mean in our ability to teach in this sector. We recruited an additional group this academic year and that trend is set to continue.”

### **Henrik Jespersen**

3.75 Mr Jespersen is Chair of LATCH - Leicestershire Association of Tourism and Conference Hotels - and general manager of the Encore Ramada Hotel – an £8m private sector investment in the Cultural Quarter.

3.76 He found that first-year occupancy of 64% was higher than expected, though yields were slightly below what was anticipated. He was another witness who said the city “had no identity or brand” – but said it had three unique selling points in King Richard III, Golden Mile and National Space Centre.

3.77 He also highlighted the lack of coach parking in the city and said: However, it was disappointing that searches of the Visit England and Visit Britain web sites make no obvious reference to King Richard III.

3.78 “You have to dig deep to find any link to King Richard III, and if you do that you’re probably going to make the visit anyway,” he said. “The reference should show up straight away.” In fact there was no reference to the cathedral, shopping or cultural icons such as Curve, he told the Commission.

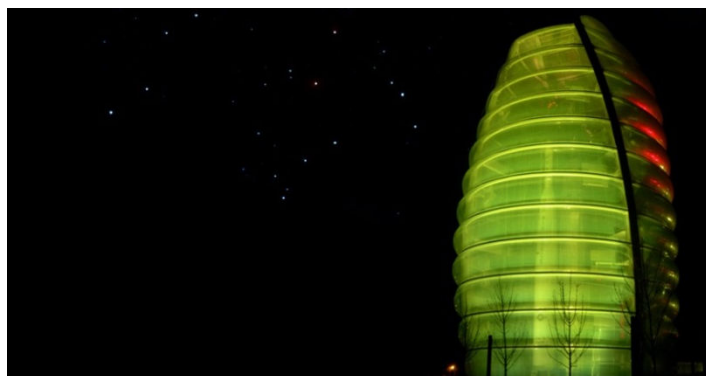
- 3.79 The core of the Cultural Quarter has been rapidly developed and is attracting on-going investment. The immediate surrounding area requires further development.
- 3.80 Signage wasn't clear – a wider issue within the city centre – and there was no “gateway” to the quarter announcing to visitors that they were arriving at a significant area of the city.<sup>4</sup> There is a need for a defined entrance or gateway to the Cultural Quarter akin to China Town so that is more clearly defined for visitors and tourists.
- 3.81 Improved lighting schemes and street cleaning would help make the area more attractive to the night time visitors. Further initiatives to address begging and street drinking in the city centre should be introduced.
- 3.82 *“Leicester needs one tourism strategy that all interested parties and agencies work together on in unison, so we all market the same message in support of the Brand.”*

### **National Space Centre (NSC)**

- 3.83 The NSC was described by some witnesses as one of the city's few – unique selling points and is one of the few surviving Millennium projects. Evidence was provided by NSC chief executive Chas Bishop.
- 3.84 Mr Bishop told the Commission that in 2012 the National Space Visitor Centre welcomed 235,000 visitors - 157,000 in family groups, 64,000 in school groups and 14,000 in corporate groups.

#### ***Connecting Leicester...***

***Visitor numbers at  
the Space Centre  
rose when the King  
Richard III Visitor  
Centre opened...***



- 3.85 These numbers represent sustained growth in all three markets. In addition it has a film unit which has produced material for 240 venues in 30 countries.
- 3.86 The National Space Academy, also based at the NSC, provides teaching resources and in partnership with Leicester University has launched a space engineering apprenticeship scheme for 19-24 year olds.

<sup>4</sup> A gateway development is being considered for the Golden Mile

- 3.87 These business activities mean it can cover its visitor centre running costs without public support.
- 3.88 Mr Bishop said that at the Centre: “Customer-focussed posts are filled by two general categories of people: those for whom it is their career, and those who are looking for work experience after leaving college or university before progressing to their chosen career. Both are equally welcome.
- 3.89 “The tourism industry is highly effective at developing employability skills (teamwork, presentation, customer care, decision-making and crisis management) and self-confidence for the benefit of whichever industry people join.”
- 3.90 The Centre supported the City of Culture bid and King Richard III visitor centre project. An interesting cross-reference between the seemingly unconnected RIII visitor centre and the NSC is the impact the opening of the visitor centre had on attendances at the NSC.
- 3.91 In February 2013, half-term attendances were 21% up on the previous year while overall attendances were up four per cent for the year 2013 to July compared with the same period a year earlier.
- 3.92 However, the NSC feels that “the corporate hospitality offer is of a high quality, but business is suppressed by the lack of a hotel on Pioneer Park. The National Space Centre is working with interested parties to try and influence hotel operators to consider this site.”

### **Great Central Railway – National Railway Museum extension**

- 3.93 Evidence was provided by the Managing Director of the Great Central Railway (GCR) and the consultant to GCR for the development of a new extension to the National Rail Museum (NRM) at York.
- 3.94 A further development project affecting GCR is the reconnection of the line, including Leicester North and the planned museum, to the main rail network.
- 3.95 [The reconnection work is part of an upgrade of the Midland Main Line to electrify the track north of Bedford.](#)
- 3.96 The reconnection requires the raising of public funds to support the project and [by mid-October](#) a quarter of the required funds had been raised.
- 3.97 The significance of the reconnection project is that it will allow the many enthusiasts’ steam and diesel long-distance special trains access to Leicester North.

- 3.98 The NRM extension, which according to evidence will cost £15m, is a second extension following the creation of a satellite museum at Shildon, in County Durham.
- 3.99 Opened in 2004 at a cost of £12m, it has become the county's third most popular attraction after Durham Cathedral and the Beamish living museum.
- 3.100 It has had a direct impact in terms of jobs creation and retention and economic regeneration within a depressed local economy.<sup>5</sup>
- 3.101 Evidence to the Commission by GCR suggested a similar boost to the local economy would be possible through the development of the NRM extension. GCR managing director Bill Ford said the railway's estimated contribution to the local economy is £6.3m<sup>6</sup>.
- 3.102 Once a range of projects is completed annual visitor numbers should rise from around 125,000 to an estimated 240,000. Overnight train stops would generate hotel business of 200-350 rooms a time.<sup>7</sup>

### **Federation of Small Businesses**

- 3.103 A key event during the development of Leicester as a conference destination was the winning of the Federation of Small Businesses' national conference earlier in 2013.
- 3.104 The event was based at Curve, Athena and nearby venues and hotels, creating a conference hub and allowing the city to bid with greater confidence for future events.
- 3.105 FSB marketing manager Maxine Aldred, in evidence to the Commission, said: "The tourist economy has one of the highest levels of business creation across the whole of the economy, opening up opportunities for the younger generation,

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<sup>5</sup> A report to Durham County Council said: Each year Locomotion pumps around £3.6m into the local economy and around £3m in the region. The museum trades with 90 North East companies, 47 of which operate in the Shildon area. 5,000 people a year now visit Locomotion by train. This increased use helps justify the retention of passenger services to Shildon station. Two large new housing developments have recently received planning consent. They will be located adjacent to the Museum specifically to take advantage of the high quality environment it has created.

<sup>6</sup> The All Party Parliamentary Group on Heritage Railways report noted that there was no standardised method for assessing the economic benefits of preserved rail operations. The report (P19) said: Bill Ford confirmed Leicester City Council and the city's elected mayor were more aware of the impact of the Great Central Railway than were the smaller local authorities, which had been slow to realise its regeneration potential. Similarly...Leicestershire Promotions had been slow to follow up opportunities, in his view, and their report on the economic impact of the railway had proved to be an inadequate tool for measurement."

<sup>7</sup> [Great Central Railway announced on 29<sup>th</sup> November 2013](#) that it was submitting a £10m bid to the Heritage Lottery Fund.

strengthening the wellbeing of families, and as Leicester does extremely well opens the doors to further small businesses.”

- 3.106 The city’s location, with good associated rail connections, was one of its strengths. However, she said: “Our intelligence from small businesses in the area, visitors to the City and those residing here is that the problems involved with driving around Leicester City is not an experience that people want.
- 3.107 “Concentration on helping with clear signage<sup>8</sup> and taking stock of parking issues should be a priority. But we would ask that those involved should be looking through the eyes of the visitor.”
- 3.108 However, although tourism is promoted by the City she commented: “We don’t believe the correct message has yet been found. We have so much on offer that the visitor looking for the destination to visit is sometimes confused. It is crucial that the message is simple and yet explodes by showcasing everything that we have on offer.”

### **Highcross Leicester**

- 3.109 Highcross General manager Jo Tallack, in a note of evidence to the Commission, underlined the co-operation between the private and public sector in the city. Describing the Le-One Partnership she said it was a “business led partnership body, facilitated by the City Centre Director.
- 3.110 The aim of the partnership is to focus on initiatives that can be either actioned directly or positively influenced by the key stakeholders who are members of the Le-One Board and the communities they represent.
- 3.111 “Since its formation the partnership has worked together to initiate, support and deliver positive outcomes in support of Leicester City Centre through improved strategic coordination and the effective delivery of existing and additional projects.
- 3.112 “The successes of this partnership are evident with both the Le-One Business Plan and Retail Forum Priority Action Plan both having been included into the City Centre Programme, specifically Pledge 49: Agreement on a joint

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<sup>8</sup> During the writing of this report City Mayor Sir Peter Soulsby announced plans to tackle cluttering and confusing signs around Leicester. The project, called Legible Leicester, will see a review of thousands of signs that direct motorists, cyclists and pedestrians across the city. He is to commission a report, costing between £30,000 and £50,000, in the next few weeks. See more via the link <http://www.leicestermercury.co.uk/Leicester-city-mayor-s-campaign-make-sense/story-19995188-detail/story.html>

programme of priorities between the City Mayor and City Centre Management, led by the City Mayor.

- 3.113 “The initial conceptual ideas have further been developed by the City Mayor and have been included in Leicester Economic Action Plan and Connecting Leicester Strategy.
- 3.114 “Highcross is a member of the Le-One Partnership at Board level and appreciates the opportunities to positively engage with both the public and private sector and influence strategic mapping for the City.”
- 3.115 She noted that: “Notwithstanding the recent developments, including the discovery of King Richard III skeleton within the City, have rejuvenated the local communities pride in their City, there remain challenges to further improve perceptions of the city centre.
- 3.116 She pointed out that “there is a sense of excitement in the City, of inspiration and energy and an understanding that times are changing. Delivery of the City Regeneration Master plan has the potential to reposition Leicester back to its rightful position as a proud and confident City, encouraging further inward investment and positively influencing the local economy...
- 3.117 “The density of the City Centre creates a positive opportunity to showcase all that Leicester has to offer, celebrating its past, present and future through Leicester’s history, heritage, culture and vibrant retail offer.
- 3.118 “However, research suggests that visitors whose destination is primarily Highcross tend not to explore the City, likewise Highcross has not seen any evidence of an uplift as a result of recent events within the City such as the opening of King Richard III exhibition or the FSB Conference held at the Curve in March of this year. Customer behaviour needs to change to ensure that the City is fully appreciated and enjoyed.”
- 3.119 She set out a series of strategies for encouraging promotion of the city. They included:
- Clearly defining each sector of the City so visitors know where they are. A full signage package needs to be introduced to help and encourage visitors to explore all the City has to offer.
  - The use of compass directions for car park locations confuses drivers.
  - There should be a concentration on upgrading some car parks – concentrating on quality rather than quantity
  - Public transport schedules including Park and Ride services need to change to reflect how the city has changed, with longer retail trading hours and a developing late night economy. Poor or no services during leisure periods

notably evenings, Sundays and Bank Holiday restrict use and limit travel options

- A desire – reflected by other witnesses - for coach parking facilities

3.120 In respect of promotion of the city Ms Tallack offered a range of ideas and options, reflecting a need for public/private partnership to promote the city. Observations included a previous fragmentation of the marketing of the city.

3.121 She described a “lack of qualitative and quantitative research data to provide statistical and non-statistical information regarding current trends and motivations.

3.122 “This makes it challenging to benchmark successes as there is no base line but fundamentally doesn’t provide insights into why visitors chose to visit Leicester, what they do when they are here and more importantly if they don’t visit Leicester what are the reasons.

3.123 “Marketing of Leicester has previously been fragmented. Leicester is a thriving city with a strong heritage which should be firmly established as a brand, celebrating the cities past, present and future. Strong, effective place marketing is required to define Leicester

3.124 Suggestions included:

- Ensure the Visit Leicester tourist information centre is maximising on all opportunities to keep visitors in the City for longer, providing information about venues, facilities, services, attractions and events in the city centre
- Encourage and create a mode for businesses to cross-promote different experiences to increase the time and money spent in the city. (Heritage, retail, leisure, entertainment, hospitality)
- Leicester Lanes are one of the city’s unique selling points and should be promoted as such, offering a mix of independent shops, boutiques and cafes. Leicester is renowned for its design creativity having the biggest concentration of design businesses outside of London; The Lanes are the ideal location for start-up entrepreneurs and new talent emerging from Leicester’s Universities.
- Businesses, services and facilities should be encouraged to agree core trading times to ensure that the city has a consistent offer particularly during leisure periods and peak trading times.

## **Belgrave Business Association**

- 3.125 The Commission heard that the Golden Mile was a key visitor and shopping destination for Asian communities not just across the UK but internationally. The Diwali celebrations held there were the largest outside India, and the area is the basis for a textile supply business which serves the UK and other markets.
- 3.126 Promotion of the Golden Mile as a year-round attraction “would encourage additional national and international travellers to the city.” The King Richard III developments and the City of Culture bid offered the chance to develop wider marketing of the City Centre and other shopping offers as well as “theatre, festivals, exhibition and performance. This needs to be supported by a wider tourism strategy.”
- 3.127 A wider regional attraction could be in the form of new evening offers – such as a Bollywood cinema/bowling alley on the site of the Sainsbury store at the southern end of Belgrave Road.
- 3.128 Better parking would also need to be provided.

### **The Leicestershire Asian Business Association**

- 3.129 The Leicestershire Asian Business Association (LABA) offered support for the Belgrave Business Association’s submission, and welcomed the FSB conference success.
- 3.130 The submission highlighted the possibilities of creating a much more significant link with India through the establishment of more direct flights to and from East Midlands Airport – for both passenger and freight business.
- 3.131 Further development of links between India and Birmingham International Airport would also be encouraged; Leicester and the East Midlands would be marketed as the gateway to the region, the UK and to Europe. The prime objective would be to develop trade links with the Punjab region of southern Asia – but also improved tourism links

### **Faith tourism and the associated visitor economy**

- 3.132 The city is known for its rich and dynamic range of high-profile festivals and events which are associated with particular beliefs and faith systems, quite apart from the Christmas festivals in which many sections of the community take part.
- 3.133 The council directly manages the Diwali festival and supports a range of communities delivering festivals and events including Diwali and Navrati, both Hindu festivals. Diwali is also a Sikh festival.

3.134 Evidence from Leicester Council of Faiths underlined the depth of what might be called the religious infrastructure in the city. George Ballentyne said, in a note of evidence:

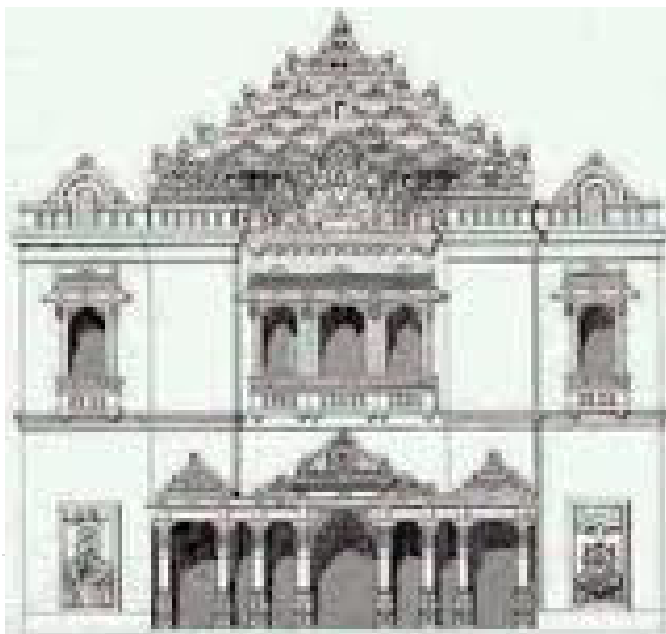
3.135 By present reckoning ...the city is host to:

- 200 churches (one reliable estimate provided for Leicester SACRE - Standing Advisory Council on Religious Education - stated that there are also around 150 churches described as "African heritage", "black-led evangelical" or "Commonwealth" which don't own premises, but hire them for regular meetings. This number relates to such churches functioning in the city centre alone.)
- 55 mosques (one online source puts this number at 105 for city and county together)
- 18 mandirs (Hindu temples)
- 10 gurdwaras (Sikh temples)
- 2 synagogues
- 2 Buddhist centres (and a long-established and active Buddhist centre just outside the city, in Narborough)
- 1 Jain Centre
- 1 Sant Nirankari Centre
- 1 Quaker Meeting House
- 1 Secular Hall - the first, oldest continually used one in the world (Secular Humanism is included as a "philosophical belief" in the terms of the Equality Act 2010).

3.136 These numbers change often and quickly, as new premises are dedicated to faith-based uses on a regular basis. “

**The Jain population in Leicester and Leicestershire is around 1,000, only half of which use the centre. However, the centre is the focus of international Jain activity and interest and attracts regular visitors from across [Europe](#).**

**Only one of a week-long festival celebrating the 25<sup>th</sup> anniversary of the centre was held in Leicester because there were too few facilities. The rest were held in London and Birmingham.**



3.137 There is little information about where what might be called faith tourists come from. He said “there is no universal, systematic, all-inclusive collection of information available on places of worship and related buildings, sites or venues in Leicester. There have been several attempts to do so, but none have been completed or updated.

3.138 Lists produced by faith groups themselves (e.g. lists that claim to show all Christian churches, all Hindu mandirs, all mosques, all Sikh Gurdwaras) tend to leave certain places out...so there are actually no such reliable lists for any one of the city's larger faith communities.”

3.139 However he commented that:

*“Finding out where visitors have travelled from to attend a place of worship in Leicester need not be as delicate a job as some fear. On any given weekend... representative places of worship could be asked to put up maps (of the county, of the country, of the continent) and visitors encouraged to stick a coloured pin in one of those maps to show where they have come from that day or weekend.*

3.140 *“This sort of things was done for several years to good effect at Summer Sundae Weekender, where such maps were put up in De Montfort Hall, attracting positive attention and willing participation.”*

3.141 He noted that while there was an extensive list of places of worship, “not all would be accessible, interesting or appealing to tourists or visitors, in terms of their involvement in the city's faith economy.

3.142 But there are enough such places to allow them to play an active role and make a special contribution to the city's tourist programme. Some people, within and outside the faith communities, have suggested that a half-day or full day's-worth of activities could be made available to visitors coming to Leicester to take part in King Richard III-related activities. Such activities could include:

- Regular and frequent minibus tours around selected places of worship and faith-related sites. If properly funded and staffed, it would be easy to see how this could be done on a weekly - or even a daily - basis during certain popular months
- Walking pilgrimages in certain parts of the city. An annual walk of this sort is held in Clarendon Park every autumn, organised by Christians Aware, covering six different sorts of faith sites in one day<sup>9</sup>.
- Build on the success of the Inter Faith Week in Leicester, which involves the co-operation of eight member faiths within the city.

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<sup>9</sup> A small grant has been obtained (through the Church Urban Fund's "Near Neighbours" funding stream) to organise an interfaith walking pilgrimage in Highfields, celebrating that area's heritage and diverse faith communities. A walking map (and possibly a wall poster) of the route and sites will be produced as a long-lasting benefit of this project; the inaugural walk itself is planned to take place during Inter Faith Week 2013 (end of November 2013).

Leicester Friends of Oxford Centre for Hindu Studies has, for the past three years, arranged a sponsored walk visiting 18 mandirs in one day.

## **4 Conclusions**

- 4.1 Members are asked to endorse the conclusions and recommendations set out in the first part of the report. These have been drafted in the knowledge that an important element of the tourism and visitor strategy - the UK City of Culture bid – was due to be resolved as the review came to an end. A programme of events will go ahead anyway over 18 months from next Summer.
- 4.2 However, the scope of the review extends far beyond the issue of the City Of Culture status and programme. Progress and change is called for on a number of fronts and members may wish to review progress on those issues are subject to future review by the Commission.
- 4.3 This is specifically referred to in some recommendations. But looking at the scope of the review and its implications members may wish to look at the entire range of the recommendations in 12 months to assess the impact of their work.

## **5 FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications arising directly from this report. However actions arising from the recommendations should be fully costed as necessary at the time.

Colin Sharpe, Head of Finance, ext. 37 4081”

## **6 LEGAL IMPLICATIONS**

- 6.1 There are currently no legal implications arising from the issues and recommendations stated within this report. However, should the Council wish to pursue any of the recommendations in future, this will have to be assessed against the Council's Contract Procedure Rules and the Public Contracts Regulations 2006 (as amended) to determine what tender process (if any) is required.

Adeola Sonola

Locum Solicitor (Commercial and Contracts)

Telephone number: 0116 4541492

## **7 EQUALITIES IMPLICATIONS**

- 7.1 The report focuses on a range of tourism related topics related to the branding of the city and its tourist offer. Underlying these should be equality considerations related to accessibility (both physical and in terms of signage) to ensure that no one is disadvantaged, particularly disabled visitors and residents.

7.2 Links should be made to work already in place for Accessible Leicester. In terms of city identity, the diversity of the city's population should be celebrated and an inclusive approach taken and reconciled, if possible, to any proposed marketing strategy.

Irene Kszyk, Corporate Equalities Lead

**Jerry Connolly**

**Member Support Officer**

**[Jerry.connolly@leicester.gov.uk](mailto:Jerry.connolly@leicester.gov.uk)**

**0116 229 8823**

**Internal: 39 8823**

## APPENDICES

### APPENDIX 1

#### ACKNOWLEDGEMENTS

The chair would like to thank all those who provided evidence and information in the course of this review. They include:

#### **Scrutiny Commission members:**

Cllr Sue Waddington (chair)

Cllr Rashmikant Joshi (vice chair)

Cllr Harshad Bhavsar

Cllr Ted Cassidy

Cllr Dr Shofiqul Islam Chowdhury

Cllr Luis Fonseca

Cllr Nigel Porter

Cllr Vijay Riyait

Cllr Gurinder Singh Sandhu

#### **Witnesses**

Sarah Harrison: City Centre Director, Leicester City Council

Andrew L Smith: Director, Planning, Transport and Economic Development Leicester City Council

Sir Peter Soulsby: City Mayor

Andy Rose: Economic Growth & Investment Manager Leicester & Leicestershire Enterprise Partnership (LLEP)

Sarah Levitt: Head of Arts and Museums, Leicester City Council

Martin Traynor: Group Chief Executive, Leicestershire Chamber of Commerce

Martin Peters: Chief Executive, Leicester Shire Promotions Ltd.

George Ballentyne: Equality and Diversity Officer, Leicester Council of Faiths

Henrik Jespersen, general manager of the Encore Ramada Hotel and chair of L.A.T.C.H - Leicestershire Association of Tourism and Conference Hotels

Chas Bishop: chief executive: National Space Centre

Jo Tallack: General Manager, Highcross, Leicester

Bill Ford: Managing Director, Great Central Railway

Lili Tabiner: Project Manager, Great Central Railway

Uday K Dholakia, Chairman, Leicestershire Asian Business Association

Maxine Aldred: Development Manager, Federation of Small Business

Dharmesh Lakhani: Chairman, Belgrave Business Association

## APPENDIX 2: EVIDENCE AND HEARINGS

<b>Date of hearing</b>	<b>Witnesses/written evidence</b>	<b>Link to minutes and evidence papers</b>
12 <sup>th</sup> June 2013	Scoping document and scene-setting paper from Sarah Harrison: City Centre Director	<a href="http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5841&amp;Ver=4">http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5841&amp;Ver=4</a>
3 <sup>rd</sup> July 2013	Henrik Jespersen: General Manager, Ramada Encore Leicester and Chair of (LATCH) Leicestershire Association of Tourism, Conference and Hotels  George Ballentyne: Equality & Diversity Officer, Leicester Council of Faiths.	<a href="http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5842&amp;Ver=4">http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5842&amp;Ver=4</a>
31 <sup>st</sup> July 2013	Jo Tallack: General Manager - Highcross Leicester Bill Ford, Managing Director - Great Central Railway Lili Tabiner: Consultant to Great Central Railway Chas Bishop: Chief Executive - National Space Centre Martin Traynor: Chief Executive Leicestershire Chamber of Commerce Maxine Aldred: Development Manager -Federation of Small Businesses Dharmesh Lakhani: Chair - Belgrave Business Association Uday Dholakia: Chairman - Leicestershire Asian Business Association	<a href="http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5843&amp;Ver=4">http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5843&amp;Ver=4</a>

<b>Date of hearing</b>	<b>Witnesses/written evidence</b>	<b>Link to minutes and evidence papers</b>
4 <sup>th</sup> Sept13	<p>Written and verbal evidence from Cllr Clair and the City Mayor on the Culture and Neighbourhood Services' current provision for tourism and plans for the future, with particular reference to:</p> <ul style="list-style-type: none"> <li>• Arts and Museums venues</li> <li>• Story of Leicester (Heritage Interpretation)</li> <li>• King Richard III</li> <li>• Cosmopolitan Leicester and faith activities</li> <li>• Festivals and Events</li> <li>• Major Initiatives including Rugby World Cup and City of Culture bid</li> </ul>	<a href="http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5844&amp;Ver=4">http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5844&amp;Ver=4</a>
9 <sup>th</sup> Oct 2013	<p>Written and oral evidence from Martin Peters (Leicester Shire Promotions Ltd City Mayor (infrastructure programme to support tourism strategy) Leicester and Leicestershire Economic Partnership (LLEP)</p>	<a href="http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5845&amp;Ver=4">http://www.cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=741&amp;MId=5845&amp;Ver=4</a>
13 <sup>th</sup> November 2013	<p>Verbal update from Chair</p>	<a href="http://www.cabinet.leicester.gov.uk:8071/ieListDocuments.aspx?CId=741&amp;MId=5846&amp;Ver=4">http://www.cabinet.leicester.gov.uk:8071/ieListDocuments.aspx?CId=741&amp;MId=5846&amp;Ver=4</a>