



Tourism Action Plan 2015-2020 Update Report

For consideration by: Economic Development Transport
and Tourism Scrutiny Commission
Date: 12th October 2017
Lead director: Mike Dalzell

Useful information

- Ward(s) affected: All
- Report author: Sarah Harrison
- Author contact details: x 372481

1. Purpose of report

1.1 The City Mayor's Tourism Action Plan 2015 -2020 was launched in February 2015 at an event in City Hall attended by key city stakeholders. This update report provides highlights of the delivery success to date against the themes and key objectives outlined in the action plan.

2. Summary

2.1 The City Tourism Forum was set up following the launch of the Tourism Action Plan. Key partners involved in the delivery of the city's tourism were invited to join this Forum to develop and oversee the implementation of a delivery plan. The Forum is chaired by Cllr Piara Singh Clair, Assistant City Mayor - Culture, Leisure and Sport.

2.2 A key focus of the Tourism Action Plan is to build on the once-in-a-lifetime opportunity of the international recognition of the city generated by the discovery of the remains of King Richard III, the opening of the King Richard III Visitor Centre in July 2014 and the reinternment at Leicester Cathedral in March 2015.

2.3 At the time the action plan was launched, LCFC were 14th in the Premier League table and managed by Nigel Pearson. No-one could have ever predicted that on the 2 May 2016 the 5,000/1 shots would be crowned Premier League champions and qualify to play in the Champions League in 2016.

2.4 Table I: Tourism actual data for Leicester 2015, 2016 and 2020 target set in the Tourism Action Plan 2015-2020

Source: Scarborough Tourism Economic Activity Monitor (STEAM)

Measurement	2015 actuals	2016 actuals	2020 targets
Value of tourism for Leicester	£577 m	£606 m	£590 m Target
Number of overnight stays (including visiting friends and relatives)	3.8 m	4.7 m	5.2 m
Number of visitors to Leicester	10.3 m	10.8 m	13.6 m
Jobs created and safeguarded by the tourism sector	7,252	7,450	8,000

The table shows the economic value of tourism for Leicester in 2016 exceeds the 2020 target. The increase in value of tourism has been primarily attributed to the influx of visitors to Leicester because the King Richard III story and LCFC's Premier and Champions League success. Leicester successfully attracted good numbers of visitors from the local and regional markets. There was a notable increase in the number of visitors coming from further afield both nationally and internationally and these markets present a new opportunity to promote 2-3 day stays in the city.

The awareness of the city's 2000 year history, a strengthening retail and food and drink offer and national acclaim for Leicester's culture sector played an important role in attracting, retaining and securing return visits.

2.5 The Tourism Action Plan identifies four main themes:-

- Product –
- Place
- Positioning
- People

2.6 This report provides an update on the progress made to date on the Product and Place themes in the Tourism Action Plan. There has been good progress made in establishing a new structure and governance for the strategic management of place marketing and tourism and funding has been secured for training and skills in the hospitality and tourism sector. The momentum for delivery on the Positioning and People themes will be in 2018 and therefore it is suggested that a further update report on these two themes is brought to a future EDTT Scrutiny Commission meeting.

3. **Theme 1: Product**

Objective: To improve the range and quality of the city's tourism assets
To be successful in an increasingly competitive market place, a tourism destination must offer people the right product.

3.1 A summary of the recent performance of existing venues and attractions in the city is provided below.

3.1.1 Total Number of Visitor Numbers at Venues Managed by LCC Museum Service

The total number of visitors to New Walk Museum, Jewry Wall, Newarke Houses, Guildhall, Abbey Pumping Station and heritage sites in 2016/17 was 417,844 compared to 417,347 in 2015/16.

Although the increase in visitor numbers appears at first glance not to be significant year on year, it should be remembered that 2015/16 was an exceptional year in terms of visitor numbers to the Guildhall, Newarke Houses and Jewry Wall as a result of the interest in Richard III following the reinternment in March 2015. The visitor numbers to the King Richard III Visitor Centre and Cathedral have gradually gone down as was expected and the Guildhall visitor numbers have also decreased at a comparable rate.

The 2015 heritage sites data included the Castle which moved across to De Montfort University and therefore wasn't part of the 2016 figures. Similarly,

Wygston's House, Leicester's oldest house was transformed into a restaurant and was removed from the city council figures.

New Walk Museum enjoyed a very successful 2016 with the record-breaking Fearless Foxes exhibition attracting over 100,000 visitors. Figures declined in Quarter 4 due to the installation of the new staircase works.

3.1.2 King Richard III Visitor Centre

2016 was the first 'normal' trading year post-opening without the excitement and boost of the world's media descending on the city for the reinternment of King Richard III in 2015. The visitor centre re-opened in mid-January following a 10-day closure for maintenance and staff training and visitor numbers followed a fairly predictable industry profile rising steadily towards the Easter holiday period and continuing through the year with school holidays being the main busy period. There was a growing importance on educational and group visits.

By the end of the year a pleasing 70,000 people had visited the centre. Analysis of visitors for the year confirmed the forecasted drop in the consumer market with educational and group visits growing; group organisers and the travel trade sectors are gaining momentum. A higher percentage of visitors are coming from the surrounding counties and the rest of the UK and the visitor centre continues to attract international visits.

Following two detailed assessments, the visitor centre has received a Sandford award for Heritage Education. The Sandford Award is an independently judged, quality assured assessment of education programmes at heritage sites across the British Isles and focuses on curriculum-linked education opportunities and resources offered to schools.

In August 2016 the centre had a second inspection by Visit England as part of the Visitor Attraction Quality Assurance scheme (VAQAS). An industry professional came to the centre as a 'mystery shopper' and gave the visitor experience a score of 88%, compared to 85% on a previous inspection. In November, the visitor centre won the Small Visitor Attraction of the Year category at the Leicester and Leicestershire Excellence in Tourism Awards.

During the year donated services were provided by the centre's team of experienced volunteers which equated to 3,207 hours of volunteer time.

To date in 2017, the number of educational visits has continued to grow and the group visit market is looking encouraging for the remainder of the year.

The two-and-a half years' worth of visitor feedback has informed improvements to the visitor experience. A new exhibition was designed and installed in July to respond to feedback about the need for more context setting due to the complexity of the Plantagenet family tree and the Wars of the Roses – the back drop to Richard's life and death. The feedback on this new exhibition has been very positive. A further VAQAS inspection in August delivered a further increase in the overall attraction score to 89%.

The calendar of events and activities continues to be developed and new products and services targeted at educational and group sectors, including new workshops and VIP/bespoke tours, have been tested with the aim of stimulating visitor numbers and revenues.

3.1.3 The National Space Centre Charity

The National Space Centre Charity runs three business units: the National Space Centre visitor attraction, National Space Academy and NSC Creative production company. Between them they turnover £6.5m, make an annual surplus and employ nearly 200 people.

The attraction welcomed a record 314,000 visitors in 2016, of which 88,000 were children and teachers visiting in formal school groups. A further 14,000 attended site as corporate event delegates. Public interest in Tim Peake boosted numbers and new exhibition content is regularly introduced.

The National Space Academy uses space as a context for teaching STEM subjects to GCSE, A level and BTEC students and their teachers. It delivers its programmes to 9,000 students and 1,000 teachers via a network of 29 specialist science teachers across the UK, and is growing its delivery in Europe, China and the UAE.

NSC Creative makes films for planetarium, simulator, Virtual Reality and other immersive media. Current clients include the Eden Project in Cornwall, Bell Museum in Minnesota, Ferrari World in Abu Dhabi, Toshiba Medical (Europe) and the National Space Centre itself.

3.1.4 Curve Theatre

Curve's success over the previous years could not have been achieved without the ongoing support from both Leicester City Council and Arts Council England. Naturally, further cuts in funding from Leicester City Council will present Curve with some challenges over the next few years, but they also recognise the challenges the council face and are grateful for its continued support. Curve is committed to growing other income streams to safeguard the future growth of the theatre and to ensure Curve remains a place where everyone can access the arts.

Almost one million people engaged with Curve in 2016/17 by either visiting the building, seeing a show or seeing one of the theatre's productions on tour in either the UK or internationally.

In 2016/17 circa 640,000 people saw the theatre's work outside of the city centre and Curve was represented in 53 different cities.

2016/17 was Curve's most successful Christmas to date with over 66,000 people seeing either *Grease* or *The Twits*.

In the same financial year, over 22,000 first-time attenders were welcomed by Curve. 15% of Curve's audience travelled from outside of the LE postcode to see a performance.

3.1.5 DeMontfort Hall

Overall performance is strong with a good quality, wide ranging programme and annual turnover has increased by approximately £1.75m over the last 10 years. Increased income has allowed DMH to reinvest back in the building, to improve facilities for customers, attract high quality acts and increase income. Works include:-

- Replaced main lighting dimmers and installed LED auditorium lights (2013)
- Replaced stage PA system (2014)
- Replaced stage moving lights with LED (2015)
- Refurbished dressing rooms (2015)
- Redecorated auditorium (2015)
- Refurbished box office (2016)
- Refurbished all backstage areas (2016)
- Reinstalled front signage (2016)
- Replaced auditorium seats (2016)

Summer 2017 saw the front of house public areas refurbished with new carpet and furniture and summer 2018 will see the bars in the Victoria and Garden suites remodelled and the public toilets refurbished.

Further plans are being developed to extend the current car park and install event infrastructure which will make it easier and cheaper for DMH to stage a proper summer outdoor programme.

3.1.6 Attenborough Arts Centre

Annual attendance at Attenborough Arts Centre is 109,000 with audiences engaging in the performance programme, creative learning courses, art exhibitions and the café and shop.

The recent exhibition which opened on 9 September and runs through to 10 December welcomed over 250 to the opening event. Visitors were able to view brand new work by American artist Laura Swanson and the Hayward tourism show *Claude Cahun: Beneath This Mask*.

3.1.7 Phoenix

Leicester City Council and Phoenix have a long lasting relationship dating back to the 1980s when the focus was the Phoenix Theatre on Upper Brown Street (recently renamed the Sue Townsend Theatre).

Phoenix ran this much-loved venue for 21 years producing a mixed programme of contemporary arts, live performance and film, with the support of De Montfort University (then Leicester Polytechnic) and Leicester City Council.

Phoenix moved to become an anchor development of Leicester's emerging Cultural Quarter in November 2009. The purpose built centre was created in a £21.5 million arts-led regeneration project supported by Leicester City Council and De Montfort University.

Since moving, Phoenix has established itself as Leicester's independent cinema and creative digital hub - generating rapidly rising cultural participation and economic impact. Over 200,000 people a year now visit the centre. Their spending creates direct employment for 60 people.

Phoenix offers diverse cultural perspectives and aims to offer the world "a window on Leicester" by producing film and creative digital media. Being independent means Phoenix produce a programme that is locally and culturally relevant - often working with a wide range of artists and partner organisations.

As a high-profile centre that uniquely specialises in digital culture, Phoenix has a significant role in the area's digital economy – as a creative hub that showcases and produces work; as an attractor of national funding; and as a supporter of area initiatives to boost tourism, investment and creative industries. The role of Phoenix (alongside other cultural organisations) in making the city a great place to live, work, study and visit is clearly articulated in economic and area development plans.

In addition to generating direct outcomes for the city - Phoenix acts as a catalyst for development and other stakeholders and funders. A cluster of film-makers, artists and creative businesses has grown around Phoenix thereby creating vibrancy, jobs and economic output.

Phoenix has supported emerging artists throughout its history, some of whom have gone on to national and international success. This work continues as many students and practitioners gain inspiration and practical skills to further their ambitions and careers at Phoenix. Many people and businesses use the centre facilities to produce work, learn, network and socialise.

Phoenix is a charity (registered in the name Leicester Arts Centre Ltd) and all surpluses from trading activities and earned income are reinvested in its charitable activities for the benefit of the City.

- Of the 200,000 annual visitors, many come from Leicester but many others come from the county and further afield generating visitor spending in the city. Phoenix also draws a share of national public funds to the city that otherwise would not happen. This money is spent on charitable projects in the city.
- Income from trading (i.e. ticket sales, café, conferencing and other commercial activities) has doubled since FY2011/12.
- Phoenix's annual turnover is approximately £2 million. Roughly £1.5 million of this turnover is generated from earned income and trading. (The forecast for this year includes £650k café and catering, £650k ticket sales for cultural activities, £165k conferencing and educational services. Plus a further £50k cost recovery because Phoenix provides shared services for LCB Depot, Phoenix Square residences and KRIII).

Trading performance at Phoenix has grown for the 7th consecutive year and plans to expand Phoenix will be announced in October.

The aim of the expansion is a significant step change in participation and trading income that will no doubt further drive up the visitor economy contribution of Phoenix.

3.2 Enhancing Leicester City Council's existing venues

As well as investment that is enhancing our existing venues we have a series of exciting new attractions in various stages of development. Each has the scope to significantly strengthen our overall tourism and leisure offer and if all are delivered they will constitute a step change. Each is being led by a different group of stakeholders though the city council is an active partner in all of them.

3.2.1 Haymarket

Having been empty for 10 years the refurbished Haymarket theatre will be open for business again in 2018. The work is being led by the city council but the venue will be run by an independent group, the Haymarket consortium.

The building has the second largest stage in England and is planned to host a whole series of different functions including for eSports events, one of the fastest growing sectors our leisure economy, which will bring an enthusiastic 18-30 year old audience to Leicester in large numbers. Other uses will include live music of all sorts, theatrical training, corporate events and fashion shows.

This investment has proved to be a catalyst, drawing out other investment including for a proposed new hotel in the upper floors of the Haymarket shopping centre, recycling office space that has been empty for more than 10 years.

3.2.2 Jewry Wall

The decant is already under way and plans are well advanced for the extensive refurbishment of the current Jewry Wall museum which has become tired and outdated. It will be reinvigorated as a national attraction which tells the story of Roman Leicester. For much of this period Leicester, at a key junction in the heart of the Roman road network, was as important to Roman Britain as Birmingham is today to the modern UK.

The museum will draw on the extensive knowledge and artefacts we have of real characters who lived 2,000 years ago, using modern interpretation and technology that can bring the ancient city back to life and appealing both to families and those interested in heritage and history.

3.2.3 Great Central Railway

The city and county councils in partnership with the Great Central Railway (GCR) and the National Railway Museum (NRM) at York have been working to develop a new museum and visitor attraction that tells the story of the GCR and the railways in Leicester and Leicestershire. Featuring classic locos from the NRM collection as well as other carriages and rolling stock that operated across the region, the facility will also be a national level attraction. The partners have secured a round 1 allocation of £10m from the Heritage Lottery Fund and are working hard to clinch the deal with a more detailed final round 2 bid.

3.2.4 Abbey Pumping Station

Enhanced landscaping, redecoration and improved presentation of some of our key artefacts have already happened. An in depth study is now under way, working with LMTA volunteers to refurbish and enliven the current museum, including re-orientating the site entrance to be adjacent to the space centre and creating quality play space for young children and families in the grounds. The plan will also explore the scope to transform the current, overcrowded Transport Shed to house a new site reception and café and to become a visitor experience that showcases our superb heritage vehicle collection.

Together with the Space Centre and Mainline this triumvirate of attractions can tell stories about technology and movement across the centuries from bicycles to steam trains to rockets.

3.2.5 New Walk Museum Staircase

A six-month £700,000 refurbishment to the entrance at New Walk Museum was completed this year. The museum now boasts a new lift and spiral staircase to provide easier access to the first-floor galleries. Skylights and upper-floor windows have also been restored, allowing natural light into the revamped entrance, and a new reception area has been created. The museum reopened with its major summer exhibition – Splendours of the Subcontinent: A Prince's Tour 1875-6

3.2.6 DNA and Forensic Science

The King Richard III Visitor Centre Trust and the University of Leicester working in partnership with the police and the city council are exploring the scope for a new attraction that will focus on the evolution of forensic science and the important role this has played in solving crimes. The centre would appeal to all age groups and be highly interactive as well as educational, building on the story of Professor Sir Alec Jeffreys who pioneered DNA fingerprinting techniques. The partners are hoping to develop the centre at the Conway buildings on Greyfriars, immediately adjacent the existing King Richard III visitor centre.

3.2.7 Leicester Cathedral Revealed

The £11.3m Leicester Cathedral Revealed project will complete the work on the Cathedral that began with the reinternment of King Richard III. It will involve some major work to the fabric of the building, and the creation of a new Heritage Learning Centre, which will enable more people to understand more about all that St Martins Church has brought to Leicester over the thousand years since the church first stood on this site. It is a 3-year programme that began in February 2016 with the appointment of the Revd Pete Hobson as Project Director.

The Heritage Lottery Fund (HLF) has endorsed the ambitious project with earmarked National Lottery funding of £3.325 million. This includes a development grant of £330,000 to take forward the restoration and renewal plans to restore and renew the cathedral as an important cultural and faith gathering point in the multi-cultural city of Leicester.

3.2.7 Public Space

As well as investing in buildings and attractions, the offer for tourists and residents alike is being greatly enhanced by our growing network of high quality public realm spaces. Jubilee Square and Cathedral Square are now established. New Market Square behind the Corn Exchange is coming to life. 2018 will see the redevelopment of St George's Church Yard in the Cultural Quarter and a new plaza will emerge as part of the redeveloped city council site at the bottom of New Walk.

Taken together with the new DMU campus, Leicester University's Fielding Johnson square and plans to enhance the grounds at De Montfort Hall, the city has an enviable network of new high quality spaces to join the old favourites like Town Hall, Humberstone Gate and St Peter's Square in Highcross.

A procurement process is now under way to appoint consultants to work with all city stakeholders to generate programmes of activity that ensure these spaces are animated throughout the year. The ice rink at Jubilee Square for Christmas this year is just the beginning.

4. Theme 1: Product

Objective: To enhance the role of culture and heritage in tourism

4.1 Following a significant review of the way in which Arts Council England's regular funding programme is implemented, guidelines were issued in 2016 and applications were invited from organisations seeking to be part of its national portfolio 2018-22, with a deadline of February 1 2017. These were considered and the outcome published on 27 June 2017.

- The funding period is four years rather than three.
- Successful organisations needed to demonstrate how they would contribute to ACE's five strategic goals;
- Excellence is thriving and celebrated in arts and culture;
- Everyone has the opportunity to experience and be inspired by art and culture;
- Arts and culture are resilient and environmentally sustainable;
- The leadership and workforce are diverse and appropriately skilled;
- Every child and young person has the opportunity to experience the richness of arts and culture.

In addition, organisations needed to demonstrate how they help the Arts Council make a creative case for diversity. They need to deliver digital activities, collaborate more closely together, share data, and as appropriate, work internationally, tour programmes and develop talent.

- Three bands of funded organisations were created: Band 1 (up to £250k pa or £1 million over four years); Band 2 (up to £1 million pa or £4 million over four years); Band 3 (over £1 million pa or £4 million over four years); with less onerous requirements for the organisations in bands 1 and 2.

- The museums funding programme is now amalgamated into the National Portfolio Organisation Programme, with the same application process and same criteria. Hitherto it had been kept as a separate strand, known as the Major Partner Museums Programme. This originated in the museums Renaissance in the Regions programme which was transferred to ACE in 2011 from the Museums Libraries and Archives Council.

Successful local organisations

Of 831 organisations selected to be part of the National Portfolio in England, 19 are based in Leicestershire. Of these, two are classed as Sector Support Organisations. All the NPOs include Leicester in their work, but some especially operate across the county, regionally or nationally, rather than being primarily focussed on Leicester. Two are based in Loughborough, while the rest are based in the city.

The organisations are a mixture which reflects the range of cultural activities and different kinds of organisations operating in this area. As well as Leicester Museums, Museums Development East Midlands, managed by Leicestershire County Council, gives support to a wide range of differently sized museums across the region, including voluntary and independent museums as well as Local Authority managed. Curve is in receipt of the highest level of funding, but other theatre organisations include Bamboozle, for children and young people with learning difficulties, and the National Student Drama Festival. Visual arts are represented by Leicester Print Workshop, Attenborough Arts and UK Young Artists. Dance is represented by Serendipity, People Dancing and Aakash Odedra. Soft Touch, Metro-Boulot Dodo, ArtReach and Charnwood Arts work with a variety of art forms. Phoenix Arts specialises in digital art forms. Serendipity specialises in work with black practitioners and communities, and Aakash Odedra and Darbar with Asian arts.

All are listed below together with their total funding from ACE over the next 4 years:

Four year totals; new NPOs

Leicester City Museums	£1,600,000
Aakash Odedra Dance Theatre Company	£1,460,000
ArtReach (national)	£1,400,000
Serendipity	£840,000
Bamboozle Theatre Company	£800,000
UK Young Artists (National - Loughborough)	£600,000
Metro-Boulot-Dodo (National)	£560,000
National Student Drama Festival (National)	£226,000

Four year totals; existing NPOs which have been given uplifts in funding

Darbar Arts (National)	£980,000
Attenborough Arts Centre	£828,000
Spark Arts for Children	£691,000

Four year totals; existing NPOs which will continue at same level of funding

Curve Theatre	£7,656,000
People Dancing (Foundation for Community Dance- National)	£760,000
Charnwood Arts (Loughborough)	£527,000
Soft Touch Arts	£354,000
Phoenix Arts	£322,000
Leicester Print Workshop	£281,000

Four year totals for Sector Support Organisations

Museum Development East Midlands (Regional - Glenfield)	£1,193,000
Mighty Creatives (Regional)	£3,450,000

Next steps

16 October 2017:	Submission of draft business plan covering activities
31 January 2018:	Submission of final business plan
27 February 2018:	Funding agreement issued subject to approval of plan
1 April 2018:	Start of NPO delivery period

4.2 Cultural Ambition Panel

A Cultural Advisory Panel was set up as an outcome of the previous City of Culture partnership work. The engagement of the City Mayor with wider arts and cultural organisations via that bid development process was well received. The Panel created an opportunity for some key organisations to continue to meet with the City Mayor and was a mechanism for advising the City Mayor on cultural developments and opportunities in the city.

A great deal of good work is being done and there are successful partnerships across the city including the new Cultural Equality Leicester group, the City Classroom Partnership and the Leicester Arts Festivals network amongst others.

The Panel has been renamed the Cultural Ambition Panel to reinforce the importance of the Cultural Ambition statement and action plan previously developed, The group collectively takes responsibility for monitoring and reviewing progress against that action plan and then reporting same to the City Mayor. The membership includes the new NPOs and the group supports the wider arts and cultural sector i.e. organising events and seminars that are of relevance including an early refresh of the Cultural Ambition plan.

4.3 Festivals and Events

Leicester City Council festivals and events team organise and manage a comprehensive annual calendar of events and special events. These large-scale events attract visitors from outside of the city and encourage overnight stays to the benefit of the city economy.

The Festivals and Events Team takes booking for all of the events across the parks in Leicester. There are over 250 bookings a year which include religious, charity and community events. Many of these events are for large numbers and attract members of the public from outside of Leicester, for example the Memory Walk for the Alzheimer's Society and the Leicester 10k run.

In the current climate with an increased threat of terrorism, large-scale events have required even more thorough planning and engagement with the police and emergency services. Funding of these events has come under pressure this year because of the costs incurred in putting in place comprehensive safety and security procedures including the blocking off of streets adjacent to event sites.

The festivals team is part of two consortia called Without Walls and Global Streets. Both of these consortia provide the benefit of offering reduced fees for high quality national and international artist performers. As a member of these consortia, the Festivals and Events team has been able to save tens of thousands of pounds when booking acts to perform at festivals, enabling the programme development for the City Festival and Diwali.

Maggie Shutt, Head of Festivals and Events was awarded an MBE in Queen's Birthday Honours June 2016 for her services to culture and the community in Leicestershire.

During 2015 and 2016, the city hosted many high-profile events which attracted media attention from around the world, boosting the city's profile.

4.3.1 2015 - KRIII Reinternment – 85,000 attended

This was a week-long series of events which started in Leicestershire and processed to Leicester Cathedral, followed by a week of events, culminating in the reinternment of King Richard III at Leicester Cathedral. The planning, management and delivery of this event involved effective partnership working with the Leicester Cathedral, University of Leicester, Leicestershire County Council and Leicester County Council.

The additional visitor spend in Leicester as a result of the discovery of the remains of King Richard III and the reinternment (covering the period from September 2012 to March 2015) was calculated as £54 million (Focus Consultants report May 2015).

4.3.2 2015 RWC Fanzone – 23,500 attended

The Fanzone in Victoria Park was an area set for home and away fans to go before and after the matches which were held at Leicester City Football Club LCFC. This event involved working to very high specifications set out by England Rugby 2015.

Leicester hosted three games in October 2015:-

Argentina vs Namibia
Argentina vs Tonga
Canada vs Romania

The Leicester Welcome included translating the online City and County Guide and Visit Leicester website RWC pages into Spanish and having translators at the event.

4.3.3 2016 – LCFC Victory Parade Monday 16th May – 240,000 attended

This was an extremely difficult event to organise and manage because of the uncertainty of Leicester securing its place as champions of the Premier League and unknown numbers attending the event.

Planning started only 6 weeks before the event but the final details and announcement of the event could only be done after 8th May when it was confirmed that LCFC were the champions.

The number of people attending the event on Victoria Park exceeded all expectations. The appearance of Kasabian at the event and firework display was kept as a surprise for fear of the numbers becoming unmanageable. The event was a resounding success resulting not only in international publicity but also increased levels of confidence and pride in the city.

4.3.4 2016/ 2017 LCFC Champions League Events: Attendance 15,000 in total across 5 events

This was a first for the city as the football team had never played in the Champions League. It was decided to stage FanZones in Jubilee Square to welcome visiting fans to the city and provide a place for visiting and home fans to meet before being escorted to King Power Stadium by Leicestershire Police. Five FanZones hosted fans from Brugge, Kobehavn, Porto, Sevilla and Atletico clubs between September 2106 – April 2017. The provision of a FanZone was well received by fans, helped control behaviour and resulted in positive social media, press and TV coverage in the UK and Europe.

4.3.5 2017 – Royal Maundy at Leicester Cathedral

On Maundy Thursday Her Majesty The Queen came to Leicester Cathedral to complete her Maundy Visits to English Anglican Cathedrals. The Royal Maundy Service is a tradition from Medieval times, when the Sovereign washes feet and gives alms to the poor. This is a service of the Chapel Royal, and the cathedral was hosting the event led by the Lord High Almoner.

From early morning the crowds gathered along the route the Queen and Duke took and people crowded round the large screens which relayed the service. Press and TV from around the country gathered in Cathedral Gardens. The recipients met at the King Power Stadium before being escorted to the cathedral. Each of the 182 recipients brought a companion and they all, with the invited guests including representatives of other faiths, cadets, cathedral congregation, arrived at the cathedral in time for the various processions to take place before Her Majesty arrived.

The event involved a high level of working with the police due to the current terror threat to ensure that both the Royal family and members of the public were kept safe.

4.4 Large-scale Annual Festivals

4.4.1 Leicester Comedy Festival 2017

Leicester Comedy Festival 2017 surpassed all expectations to become the most successful in the festival's 24-year history. The Leicester Comedy Festival in 2017 was 19 days long with over 800 events in 6 venues. Sales via the main festival box office were up 22% and an estimated 80,000 tickets were sold across the festival.

In 2017 there were 101,214 festival visitors vs 94,922 in 2014 a +6.6% increase year on year. Box office data showed that 42.9% of all festival audience came from inside Leicester (LE1-3) and 57.1% from outside these areas.

Leicester Comedy Festival contributes over £3m to the Leicestershire economy. For every ticket sold, the audience spent £21.08 on items other than festival tickets. Festival visitors spent £1.4 m on transport and 'in venue' expenditure (drinks, food, etc.).

The UK Comedy Survey states that LCF is the 2nd most visited comedy festival after Edinburgh, making it officially the UK's most visited pure comedy festival. Media coverage in national and regional newspapers and across BBC Radio and talkRADIO was valued at over £1.6m.

4.4.2 Bring The Paint – May 2017

Bring The Paint Art Festival was conceived and managed by the Cultural Quarter Association with delivery partners Inspirate and Graff HQ. The programme was funded by De Montfort University, Leicester City Council and sponsorship.

Over 150 artists including renowned street artists from Australia, Copenhagen and Switzerland were engaged in the festival. Thirteen main walls and 10 additional walls were painted and the festival on 27th May included family friendly events such as skateboarding, BMX displays on Orton Square, a breakdancing convention at Curve and LCB Canteen street food event.

A survey conducted during the event showed 85% of people attending the event rated it as 'Excellent'. The event went viral on social media with positive comments and photos being posted worldwide.

4.4.3 Caribbean Carnival – circa 100,00 attended

Caribbean Carnival has become a fenced event on Victoria Park with an admission fee of £3 per person being introduced in 2016 to help with budget pressures.

4.4.4 Leicester Diwali – 35,000 to 45,000 attend at each event

Diwali has developed into a two-week programme with events being held in the city centre as well as Belgrave Road. In 2015 the Big Wheel was added as a spectacular attraction.

The Telegraph described Diwali in Leicester as

“a spectacle that's like Christmas, the Blackpool Illuminations and the Oxford Street sales rolled into one.”

4.4.5 Riverside Festival – 20,000 attended in 2015 – 35,000 attended in 2017

The Riverside Festival has been developed by restarting a partnership with the Inland Waterways Association who acts as Harbour Master looking after the narrow boats. This has also led to having a higher level of narrow boats and historic boats at the event to attract more visitors.

4.4.6 City Festival 2017 – 80,000 attended

City Festival has developed considerably over the last three years. In August 2017, the Festival stage over 100 events over 17-days and included events to celebrate the 70th Anniversary of Indian Independence.

4.4.7 Christmas Lights Switch On 2016– 20,000 attended

Christmas Lights Switch On is an annual event to celebrate the turning on of the lights in Leicester. In 2016 the event was moved from Sunday to Thursday night. This decision was made to make it easier for members of the public to use public transport to get to and from the event and also to be able to shop or eat after the Switch On event. Staging the Light Switch On event on a Thursday evening worked well and will be repeated this year.

Christmas 2017 will see the exciting additions of a real ice rink in Jubilee Square and a Christmas market will be held for the first time in the new Market Square.

4.5 Heritage

4.5.1 2016 – 2017 saw an increased interest in Leicester and its heritage and an upturn in heritage related regeneration activity. The year has been marked by the completion of a number of large scale building restoration projects. The Castle is now occupied by the Business School of De Montfort University following extensive works to restore the Grade I Listed Building. As well as carrying out repairs to the building, improved access has been provided and landscaping works have taken place externally.

4.5.2 The iconic roof of the listed Engineering Building at the University of Leicester has been fully restored, while the renovation of Braunstone Hall for new use as a hotel and conference/wedding venue has been completed. These three projects alone have involved investment totalling over £25 million and have seen heritage as a positive asset that can enhance the offer of high profile sources of employment. All the projects involved extensive partnership working and support from the city council over a number of years.

4.5.3 Further public realm improvements have seen a marked improvement to the historic core of the city. This provides more attractive routes in the historic streets, encouraging people to explore, whilst improving the setting of heritage assets. Works were completed this year to upgrade the public realm in Market Place, Hotel Street and Belvoir Street, with enhancements positively impacting on four conservation areas, while works to improve the setting of the Grade I Listed War Memorial in Victoria Park were also completed. Plans have been further developed for enhancements around the Jewry Wall Museum, with the first phase of landscaping works completed this summer. The first phase of works to improve the landscaping at the Grade II Listed Abbey Pumping Station has also been completed recently.

4.5.4 The Greyfriars Townscape Heritage Initiative has made further progress as it passes the half way point of the five year programme. Nine buildings have now been enhanced following the provision of grant funding, with a further ten properties either awarded grant funding or close to restoration work starting. Significant progress has been made in the public realm enhancement plans, with three streets complete. Five well attended heritage skills training events have taken place in the last year, alongside a wide variety of other complementary projects involving the local community.

4.5.5 2 St Martin's is a grade II* listed former bank that was built 1900-1902 to the designs of the Leicester architects Everard & Pick. The building became vacant in the early-2000s and was added to Historic England's national heritage at risk register in 2012 following years of being unoccupied. The theft of its lead roof and guttering had left the building susceptible to leaks, damp and rot.

Following extensive discussions between the council, the building owners and a prospective new tenant, Listed Building Consent was granted in 2016 for the former banking hall to be sympathetically refurbished and converted into a 200-seat restaurant. The works included the addition of a new mezzanine to provide additional seating.

Following the £1.5m restoration, Middleton's restaurant opened in October 2016 and the final repair works to the building was completed in December 2016, with new replacement aluminium guttering being installed.

Following the completion of the project, Historic England inspected the property and confirmed in February 2017 that the building would be removed from the national heritage at risk register, as the listed building is secure and occupied. The restoration project has also been shortlisted in the heritage category at the Restaurant & Bar Design Awards 2017.

4.5.6 More generally, a range of projects has led to greater engagement with the wider community on heritage. These have included the publication of a new edition of the Quality of Leicester, another successful set of Heritage Open Days and the launch of the City Series – a new public lecture series that had over 500 bookings for the first three talks. The latter included a well-received talk on the history of planning in the later twentieth century by Dr Elain Harwood.

4.5.7 The past twelve months has seen significant archaeological discoveries in the historic city centre, and further afield at Castle Hill. In the city itself, important, well preserved Roman archaeology was found at the neighbouring former All Saints Brewery and Stibbe sites. Here, buildings, streets, floors and a large quantity of pottery and items were found. Most significant was the discovery of two incomplete, but very well preserved mosaics, one on each site. The Stibbe mosaic is considered to be the largest mosaic found in the city for a hundred years and of a very high quality. Both mosaics have been lifted for conservation and future display. Over the next year, further archaeological investigation will take place in the Bath Lane and Waterside areas, an area also known for its important Late Iron Age, Roman and Medieval archaeology.

4.5.8 At Castle Hill, Beaumont Leys, a Heritage Lottery Fund supported community excavation as part of the Story of Parks project revealed the site to have

substantial archaeology, all dating from the Medieval period and which supports the documentary evidence that Castle Hill was preceptory or commandory of the Knights Hospitallars. Further excavation will be taking place later in 2017 as part of this project.

4.6 Heritage Panels

The final phase of heritage interpretation panels was completed in March 2017, bringing the total number of panels across the city centre and its historic villages to 125. Amongst the recently installed panels are those celebrating the history of the knitwear company that supplied underwear to Captain Scott and Roald Amundsen, the church whose vicar helped lead the 1905 March of the Unemployed to London, local buildings connected to the Thomas Cook story and the oldest multi-storey car park in Europe. The latest batch of panels include stories from the Belgrave Road and London Road areas, encouraging people to explore beyond the city centre and discover more of Leicester's rich heritage.

The panels are part of the Story of Leicester project that aims to celebrate Leicester's 2,000 year history and make local residents and visitors to the city more aware of the history around them. Panels can now be seen in shopping centres, on medieval churches, near former warehouses and in front of the city's iconic landmarks such as the Clock Tower and Corn Exchange, all grouped by theme to tell different chapters in the city's story.

5. Theme 1: Product

Objective: To grow the provision of guest accommodation.

- 5.1 Over recent years Leicester has had limited hotel stock in terms of number, size, facilities and quality.
- 5.2 Parallel to the growth in leisure tourism is the growth in business tourism as a result of the recent focused marketing efforts on securing conferences and events in the city. The Cultural Quarter has proved itself as an attractive option as a conference and event hub with venues such as Curve Theatre, Athena and Phoenix. Conferences staged recently in the Cultural Quarter include the Federation of Small Business, Cycle City Active City and UK Inbound. The city will host The British Geriatrics Society Annual Autumn Meeting for 750 delegates in November 2017.
- 5.3 Demand for rooms is also created through De Montfort University and University of Leicester. The need for accommodation in the city centre is boosted by Open Days and Graduations, a growing number of overseas students and visiting academics.

The establishment of the De Montfort University Leicester Castle Business School's Executive Education courses will increase the demand for accommodation in the city centre.

The University of Leicester hosts regular academic conferences and events attended by national and international delegates and this valuable market has contributed to the rise in serviced accommodation occupancy rates.

5.4 The group travel market is not yet well established in Leicester and growth in this sector will be one of the aims in the tourism destination management plan currently being developed by the newly-formed Tourism Advisory Board. The number of hotels that can accommodate large groups is limited but College Court and Holiday Inn work well for this market.

The growth potential in the group market not only includes coach travel but also groups of friends meeting up for city breaks. The coach market has three main target markets, namely: coach companies that organise trips to destinations; specialist interest groups hiring coaches and international visitors choosing to travel by coach to destinations.

5.5 The limited hotel offer in the city centre restricts the potential growth in both leisure and business tourism. Visitors often find themselves having to stay outside of the city centre due to the high hotel occupancy rates during the week achieved mostly from regular corporate clients.

The recent announcements regarding new hotel and serviced apartment developments in the city centre are a boost to the potential growth in tourism and also demonstrates an investor confidence in the future of Leicester city centre in terms of overnight stays.

5.6 Current Serviced Accommodation Provision in the City Centre

Name	Location	Products	Bed spaces
Hotels			
Belmont Hotel	DeMontfort Street	75	103
Campanile Hotel	St Matthews Way	93	186
Castle Park Hotel	Millstone Lane	13	30
*College Court	Knighton Road	123	246
Holiday Inn	St Nicholas Circle	188	376
Hotel Maiyango	St Nicholas Place	14	28
Holiday In Express	Filbert Way	110	220
Ibis Hotel	St George's Way	94	188
Mercure Grand	Granby Street	104	185
Premier Inn	St George's Way	135	270
Ramada Encore	Charles St	115	230
Travel Lodge	Vaughan Way	95	190
*University of Leicester	Stamford Court	550	550
Total		1709	2802
Serviced Apartments			
Westbridge Wharf Serviced Apartments	Bath Lane		90

*outside city centre but used for conference accommodation.

5.7 New Development of Serviced Accommodation in Leicester City Centre

- 5.7.1 A £50 million 250-room hotel complex has been announced as a key part of the Waterside regeneration scheme. A 150-room Novotel will be built alongside a 100-room “aparthotel” for Adagio and located on Vaughan Way opposite Highcross shopping centre and between Great Central Street and Highcross Street. Together they will create about 60 new jobs.
- 5.7.2 Leicester Tigers has revealed more details about the proposed £22m development on the Granby Halls site which will house a 165-room hotel next to their Welford Road ground. The new hotel complex over 5 floors will feature meeting rooms and conference space as well as a leisure complex and sky bar.
- 5.7.3 The owners of Haymarket Shopping Centre have submitted plans to convert the long-disused offices on the third floor of the 1960s retail complex, overlooking Humberstone Gate into a 67-bedroom Travelodge Hotel.
- 5.7.4 The Wetherspoons pub group has revealed plans to turn the floors above The Last Plantagenet pub on Granby Street into a 38-bedroom hotel aimed at both leisure and business tourists.
- 5.7.5 The Knight & Garter has made provision to convert the top floors to a 13-bedroom boutique hotel.

6 Theme 1: Product

Objective: To invest in retail, food and drink

- 6.1 Leicester city centre continues to attract new private investment in the retail, food and drink sectors. The vacancy rate is currently 13.4%, reflecting the recent closure of large-space retailers Fenwick, House of Fraser and BHS in 2017. However, Fenwick building was sold immediately and although the upper floors will be residential, retail will be retained on the ground floor. Spread over 3 floors, the 100,000 sq. ft. former Houser of Fraser store at Highcross is being reconfigured into a space to accommodate a range of operators including retail, food & beverage and leisure, significantly enhancing the tenant mix at the centre – a scheme costing over £14 million. Already signed up are Zara flagship store, JD Sports and new brand, Treetop Adventure Golf. The former BHS unit on Gallowtree Gate will open as the ‘Selfridges of Sportswear’ – a new Sports Direct concept incorporating designer sportswear brands and a gym.
- 6.2 The investment through the Connecting Leicester programme in the Peacock Lane, St Martin’s, Hotel Street area has attracted substantial investment from the private sector. Eight vacant units including two heritage former bank buildings were secured by a range of high quality independent operators.
- In addition St Martin’s Square has been sold to new owners, SPG, who have exciting plans to improve the tenant mix and invest in the square to enhance the appearance and position it as Leicester’s Soho.
- 6.3 Granby Street has also seen an increase in private sector investment since the improvements to the public realm were completed. Bru, The Boneyard, GDK, Rick Rickshaws and many smaller cafes and restaurants have improved this important gateway to the city.

6.4 The creation of Jubilee Square greatly improved the High Street and again the private sector investment followed. Lumbers' decision to move from Market Street to the High Street has been positive for the business. The Queen of Bradgate brought a building back into use that had been empty for and has established itself as a successful venue. Phoo restaurant has opened in the ex-Red Hot World Buffet Unit and more restaurants will open at the top of Shires Lane in spaces created as part of the Highcross redevelopment plans.

6.5 The redevelopment of Leicester Market has already attracted new investment to the area with the opening of new bars and restaurants. Holding themed markets, such as the Maker's Market in the new square has broadened the appeal of the market and has already attracted new audiences to this area.

7 Theme 1: Product

To protect and enhance the natural environment

7.1 Protection, enhancement and improving accessibility and connectivity along the River Soar and Grand Union Canal to help improve links between the city centre and green spaces such as Watermead Park and Aylestone Meadows has been the main focus of the council to enhance the natural environment.

7.2 Leicester City Council has worked closely with the Environment Agency in 2015/16 and 2016/17 on flood storage schemes adjacent to the River Soar which have resulted in the creation of a new (award-winning) park at Ellis Meadows and transformed a regularly mown grassland site into wetlands and lakes, meadows, woodland and shrub. The whole visitor experience is supported by a new cycle/walk way sustainably illuminated by solar stud lights, a boardwalk across the lakes and picnic areas. The site is directly linked to the existing Riverside sustrans route to facilitate visitor experience to Watermead park where further wetlands and access improvements have been created.

7.3 An improved cycle route under Loughborough Road bridge and enhancements to the Beaumanor Open Space will also create further areas of wetland, ponds and meadow to improve visitor enjoyment. These areas have been promoted collectively and into the wider Leicester and Leicestershire area in the recently published River Soar Trail leaflet produced by the Soar & GUC Partnership.

7.4 Within Waterside the council Phase I Waterside scheme will be on site in early 2018, subject to confirmation of the Compulsory Purchase Order which is anticipated in October. In addition to new homes and offices, this scheme will deliver enhance public space on Soar Island (between the River and Canal at Soar Lane) and a network of public squares and promenades on the canal edge between North Local (A50 crossing) and Friars Mill. The first phase of this scheme including the canal-side walkways will be completed in 2020 and the whole scheme complete by 2023.

7.5 Leicester City Council has been working in partnership with the Canal and River Trust and the Environment Agency to open up and enhance the environment around the River Soar and the Grand Union Canal. Towpath improvements along the Grand Union Canal corridor through Leicester are helping to maximise its potential as an off road sustainable transport route from the city centre to Watermead Park, connecting communities, businesses and tourist destinations along the corridor.

The access improvements have included structural work to stabilise and widen the public towpaths, enhance access points to increase the permeability of the corridor to users, widen parapets where possible on bridge underpasses and upgrade to quality surface dressing creating a more enjoyable environment for those using the Canal both on foot and by boat. New moorings have been introduced adjoining Friars Mill giving boaters the opportunity to moor and access the city centre.

7.6 There are also proposals to deliver two new footbridges, one at Charter Street linking to Abbey Park, and a second between Sock Island and Belgrave. These will be constructed over the next twelve months. Both bridges will enhance connectivity and access to the canal towpath.

7.7 There are also plans for a new floating pontoon mooring area at Memory Lane Wharf, with aims of improving access to the waterside area and encouraging more visitors and economic spend through enhancement of boater facilities in Leicester.

7.8 With decreasing budgets and pressure on service areas staff resources, Leicester City Council recognises the important role volunteers play in supporting the maintenance of our parks and open spaces, which account for 22% of the city area.

Parks and Open Spaces offer a comprehensive volunteering package with appropriate training and support, ranging from individuals undertaking tasks on their local open space to organised activities on land and water supported by a team of 4 Volunteer Leaders and a Volunteer Co-ordinator. In addition we have 38 established volunteer groups who undertake projects under the Royal Horticultural Society's Its Your Neighbourhood. In 2016/17 we supported 8,530 individual volunteer experiences and facilitated 66,471 volunteer hours which equates to £561,680 of labour based on the living wage.

7.9 It is recognised that trees play a vital role in supporting the health and wellbeing of the city and its residents. Leicester's first Tree Strategy is due to be launched in November 2017 and has three strategic aims which collectively aim to protect and enhance this valuable natural resource. The first two aims relate to achieving the sustainable management of the council's tree stock and improving the quality of that stock. The need to encourage other landowners in the city to do similar was identified as the third aim.

8 Theme 2:Place

Objective: To improve transport infrastructure and services

8.1 Wayfinding and Mapping

In August 2016 Leicester City Council began development of a comprehensive pedestrian wayfinding system for residents and visitors to the city. The scheme is designed as a user-friendly and visible navigational system that guides visitors and residents to and from their chosen destinations within the city, as well as provides directions from main transport hubs and local car parks.

The wayfinding infrastructure has been designed with the Leicester visual identity and is made up of a family of signs to enable pedestrians to navigate easily around the city, understand the wider offer and reinforce the local identity and character of

the place. The wayfinding system helps to provide a better visitor experience and to market the assets of the many retail, entertainment, cultural, historical, educational, and tourist destinations in the city.

The planning of sign locations is based on a logical review of pedestrian movement and at locales requiring decision-making to reach destinations. There are three types of wayfinding signs that have been manufactured and installed in 88 locations within the city:

- 8 27x Large Monolith: 2400mm height x 850mm width
- 9 39x Mini Monolith: 2400mm height x 500mm width
- 10 22x Fingerpost: 3500mm height x 90mm width post and 800mm directional panels

As part of Leicester City Council's Legible Leicester project a bespoke, customisable map resource for the city of Leicester was created utilising GIS data. The purpose of the map is to better convey a sense of identity and place with residents and visitors through wayfinding usage as well as have more consistency in style and information applied to all wayfinding channels. The bespoke map features easy-to-read typefaces, 2D landmark illustrations, graphic standards, and carefully selected colour schemes to maximise readability.

Leicester City Council is committed to developing map products that will effectively promote and increase awareness of Leicester as a destination and encourage residents and visitors to spend more time and seek out further attractions and leisure offers.

Placemarque has designed a free printed A3 full colour, double sided city map as part of this first stage of pedestrian wayfinding scheme to complement the wayfinding infrastructure installed across the city centre. In addition, Placemarque have designed an A2 full colour, double sided fold map for Story of Leicester Heritage Panels as a trail as well as A2 full colour, double sided fold map of Leicester with highlighted city areas. Both maps are priced at £1 and available at the Visit Leicester Information Centre.

8.2 New Coach Parking, Drop-Off and Pick Up Zones in the City Centre

Coaches are a valuable resource to travellers and local economies across Great Britain. Investment in local coach facilities such as designated drop-off and pick-up zones, coach parking facilities and convenient signage for coaches and passengers, can enable destinations to capitalise on the estimated £1.2 billion spent every year as a result of coach journeys, which is approximately £189 per coach traveller. With it the coach brings a uniquely broad customer base to tourist areas, their local businesses and services and presents a modern, positive solution to issues such as congestion, air quality, and climate change.

Compared with the car the coach is a more sustainable mode of transport. Travelling by coach equates to the emission of 0.03kg of CO₂ per person per km, half that of rail and radically smaller than that of cars (0.11kg) and air travel².

Furthermore, a car's average passenger occupancy (1.56) to that of a coach (32), means a coach is able to perform the role of 20 cars on the road. This underlines its

environmental credentials and as these issues have become increasingly important the coach's position as a leading and popular mode of transport has strengthened.

The Confederation of Passenger Transport's (CPT) first report, Britain's Coaches: Partnership and Passengers was an essential tool in raising the profile of the coach. It showed the value of the coach industry to the UK, representing a £2.35 billion contribution to the economy.

8.2.1 Coach Parking Strategy

Leicester City Council has provided additional coach parking spaces and drop off and pick up zones to attract more group travel operators to the city centre.

New parking spaces have been provided in the following locations:

Charles Street South 1	- 18 metres
Charles Street South-2	- 22 metres
Queen St	- 14 metres
St Georges St	- 15 metres

New dedicated drop off and pick up zones have been put in place at Causeway Lane, Southgates, Granby St and Charles St North and Queen Street.

The information is available on Visit Leicester website in an FAQ format which is easy to understand. <https://www.visitleicester.info/good-to-know/coach-parking>

Information, help and the ability to book a parking space is available through Visit Leicester Information Centre.

Since launching the new coach parking facilities in April 2017, Visit Leicester has taken 40 coach parking bookings from 37 different coach companies with bookings up to mid-October so far. These figures do not take into account the drop off only as there is no requirement to pre-book.

The majority of booking are for sightseeing/shopping. Many coaches drop off at Southgates, and then park on Charles St .

Positive feedback has been received from the coach operators about the increased provision for coaches and the drivers have enjoyed being able to explore the city centre.

The following additions are planned to improve the service in the future:-

- Development of a map for coach drivers
- Incentives/vouchers from city centre businesses for coach drivers
- Feedback surveys from coach companies on the experience
- Marketing to coach companies – email /promotional packs to send out.

9 Theme 3: Positioning

Objective: To strengthen the city's image, identity and sense of place

- 9.1 In November 2015 Leicester City Council and the County Council jointly commissioned Blue Sail (a tourism consultancy and a strategic marketing agency) to conduct an independent review to evaluate the effectiveness of current tourism support arrangements and to explore and make recommendations on future governance, management and delivery options. The review also considered how future arrangements can assist the delivery of priorities identified in the LLEP's Tourism Sector Growth Plan, options for efficiency savings, and explored the range of funding sources.

Blue Sail interviewed representatives from the City and Council Councils, LLEP, District Councils and stakeholders from venues and attractions in the City and County ranging from large to small sized businesses. The method of engagement included over 20 one-to-one interviews, a workshop, and an on-line survey with over 70 responders from tourism enterprises.

The independent review provided a number of options with a recommendation that the County Council working with Leicester City Council jointly establish a Place Marketing Organisation (PMO) to deliver Place Marketing, Inward Investment and Strategic Tourism across Leicester and Leicestershire.

- 9.2 A key deliverable for Year One of the PMO will be to commission a Destination Management Plan, which is led by the Tourism Advisory Board and will drive the activities delivered by the PMO along with wider stakeholders including the District Councils and Leicester and Leicestershire Enterprise Partnership (LLEP). A key theme for the development of these plans will be broad stakeholder engagement..

On the 27th September 2017 the Tourism Advisory Board held a workshop to provide a shared understanding and agreed steer for the Destination Management Plan (DMP). The workshop was facilitated by Blue Sail. Leicestershire County Council has appointed an Economic Growth Manager (Strategic Tourism) to coordinate the sub-region's strategic approach to maximising the economic potential of the tourism sector.

The PMO will also commission some tourism support services including the Destination Management Plan for the sub region and tourism business support activity funded through the ERDF Collaborate for Business Growth project.

- 9.3 Over the last 24 months Leicester City Council has advanced an extensive work programme of place marketing activities. A new visual identity for the city has been developed to strengthen its market position as a place to invest, live, work and visit, and to support the strategic marketing of tourism and inward investment for Leicester (Appendix 1).

The word Leicester forms the main part of the identity, bringing the city to the forefront in all of our communications. The explicit use of the city's name as the core component of the identity is the bold statement that truly represents the confidence of Leicester.

9.4 A new VisitLeicester.info website with a destination management system went live on 10 August 2017 that uses inspiring and informative mix of content with photography that authentically represents Leicester as a destination for visitors and residents. The completely redesigned website offers visitors and residents a more user friendly experience with inspiring imagery and easier access to essential information on the city and county's range of tourism and leisure offers. The destination management system has both a consumer and business database that consolidates and distributes information on a range of tourism related products and services through a variety of online and offline channels
www.visitleicester.info

10 Theme 4: People

Objective: To improve training and skills

10.1 The Collaborate project is a comprehensive business growth programme for Leicester and Leicestershire. Collaborate is targeted at small and medium sized enterprises (SMEs) (under 250 employees) across Leicester and Leicestershire looking to grow their business. Businesses can benefit from free, confidential and specialist advice and guidance, workshops, events and networks. In addition, Collaborate Business Grants are also available to part fund capital investment between £5,000 to £25,000. The project can also support businesses with one-to-one support for businesses seeking to relocate or expand into Leicestershire from outside of the European Union through the inward investment team.

Collaborate is being delivered by Leicester City Council, Leicestershire County Council, East Midlands Chamber (Derbyshire, Nottinghamshire, Leicestershire) and the Food and Drink Forum. The project is funded with support from the European Regional Development Fund (ERDF) £3m and the partner organisations.

To benefit, businesses must be an SME in Leicester and Leicestershire that trades 'business to business' in one of the following key economic sectors: Food & Drink Manufacturing; Textile Manufacturing; Creative Industries; Professional and Financial Services; Tourism and Hospitality; Logistics and Distribution; Engineering and Advanced Manufacturing and Low carbon.

10.2 A tender process was undertaken to secure the services of a specialist business to deliver the skills training and support to the tourism and hospitality sector in Leicester and Leicestershire. Winning Moves, supported by Leicester Shire Promotions Limited were engaged after submitting a winning tender. The contract is valued at £263k.

Payment will be made when the following targets are met:

- 50 SMEs receiving 12 hours of support
- 30 jobs created
- 20 new products introduced
- 80 SMEs receiving 3 hours of support

The programme of workshops and masterclasses are currently being developed and the development of needs will be based on initial communication with the businesses.

11 Recommendations

That this report is noted and a further report is brought to the Economic Development, Transport and Tourism Scrutiny Commission to provide an update on the delivery progress for the Positioning and People themes outlined in the Tourism Action 2015-2020.

12 Summary of appendices:

Appendix 1 : New City Identity

13 Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No