

# Tourism Action Plan

2020–2025

Leicester 



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# Foreword

In 2018 the city welcomed 11.5 million visitors and over the last ten years the value of tourism has grown by 48% to £650 million. Our confidence in future growth is shared by the private sector and evidenced by the huge investment in new city hotels and tourism attractions.

The discovery of King Richard III and Leicester City Football Club's Premier League title victory grabbed the interest of people all around the world, put Leicester in the international spotlight and drew people towards us.

This plan captures the growth in city tourism over the last five years, highlights success stories and identifies what we will do to increase that momentum working with our

partners and near neighbours. Continued investment in our key attractions will underpin this plan as will our ambition to 'uncover the story' of Leicester through the ages and showcase it in ways that fire the imagination and excite residents and visitors alike.

Leicester is already famous as a festival city. Old favourites such as the Leicester Comedy Festival and Diwali have been joined by newcomers like the international street art festival Bring The Paint and Mods Shaping a Generation ReVive Festival, all helping to animate our new public spaces, attract national and international visitors and build our media profile.

This plan will realise a stronger relationship between tourism and culture, emphasising our local distinctiveness and heritage, to attract more visitors to stay for longer. The plan will also prioritise business visitors, sporting enthusiasts and those who are visiting friends and family including students and their families. It will celebrate the many different faiths and cultures that shape our city as an exemplar in modern Britain and one that ensures all visitors to the City and County are welcome.



Sir Peter Soulsby  
City Mayor

A handwritten signature in green ink that reads "P Soulsby".



Piara Singh Clair MBE  
Deputy City Mayor

A handwritten signature in green ink that reads "Pclair".

# Progress Highlights Over the Last 5 Years





Credit: Will Johnston

## King Richard III Reinterment

March 26th 2015

In the week of the reinterment over 43,000 people paid their respects and attended services at Leicester Cathedral. The service of reinterment was viewed by over 600 million people around the world. Leicester Glows, a spectacular and serene event with more than 8,000 flickering flames illuminating the streets around the Cathedral, brought the weeks' events to a fitting end.

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## King Richard III Story

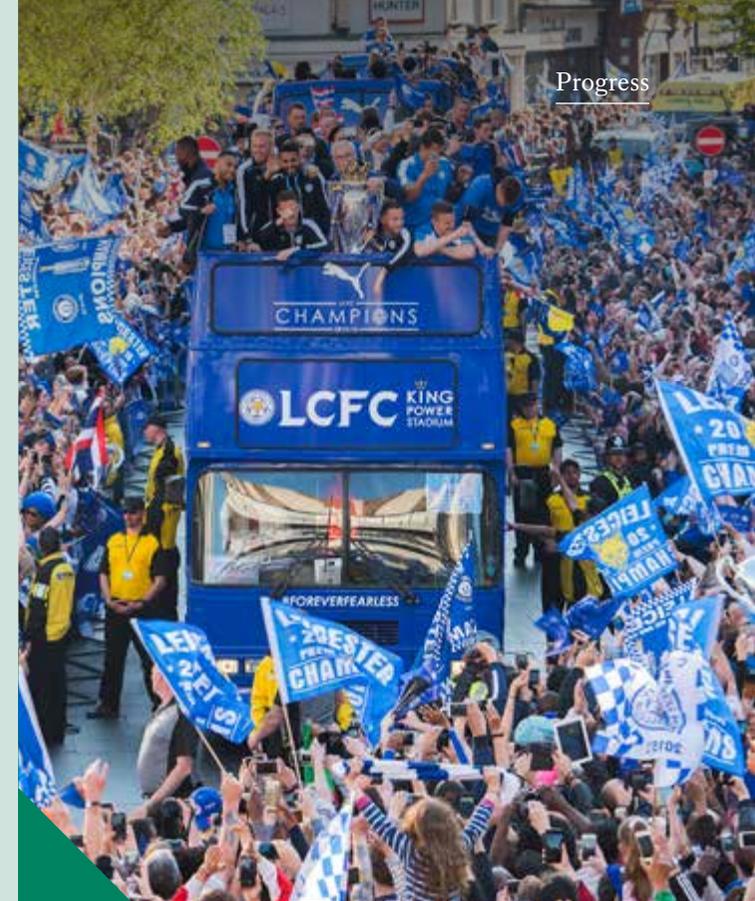
**1.3 million visitors** to the King Richard III Visitor Centre and Leicester Cathedral have engaged in the story since the reinterment in March 2015.

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The King Richard III Visitor Centre featured on Lonely Planet's Ultimate United Kingdom Travelist.

*"We're thrilled to name the King Richard III Visitor Centre among the entries. The centre reveals an incredible story of the king's life and death as well as one of the world's greatest archaeological detective stories — all set in a beautifully designed location."*

Tom Hall, Lonely Planet's VP of Experience



## LCFC Victory Parade

**240,000 people** turned out to celebrate with the Leicester City squad on their Victory Parade after becoming champions of the Premier League for the first time in the club's 132-year history.





## Curve

**1.1 million** audience members since 2015.

In 2018/19 three West End transfers:

**On Your Feet, Sue Townsend's Secret Diary of Adrian Mole Aged 13 ¾ — The Musical** and **White Christmas**.

International tours include: **India, Dubai, Italy, Monaco and South Korea**.

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*"I'm delighted that the handsome Curve theatre has the facilities and expertise to stage some of the most spectacular productions including Mary Poppins, Miss Saigon and Les Miserables. Leicester is now both top of the league in football as well as being the top destination for producing musicals outside of London."*

Cameron Mackintosh



## New Walk Museum

A stunning new staircase and lift provides **improved access to the first-floor galleries**.

New galleries created in 2018, bring to life the fascinating stories of **Ancient Egypt** and **Picasso ceramics**.

Over **205,000 people** visited four temporary exhibitions; **Fearless Foxes, May The Toys Be With You, MODS: Shaping A Generation** and **Ladybird**.





## Highcross Leicester

Annual footfall has grown by **750,000** since 2014  
**£20 million investment** in the repurposing of the House of Fraser store to create a flagship Zara, upsized J D Sports, Treetop Adventure Golf, Tamatanga and other restaurant and leisure space.

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A highly innovative light sculpture, The Beacons enhances St Peter's Square.

## Diwali Celebrations

Diwali celebrations in Leicester are famously one of the biggest outside of India. The two main events take place along the Belgrave Road in the heart of the Asian community.

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**Over 70,000 people** attend the festivities

**£3.5 million** economic value

# Christmas in Leicester

Free visits to Santa in the Square proved to be very popular.



**28,000 people** skated on Jubilee Square real ice rink in 2018.



Leicester Tourism Action Plan 2020 — 2025

# MODS: Shaping a Generation

Mods: Shaping a Generation exhibition at New Walk Museum told the story of the 1960's Mod scene in Leicester and Nottingham connected through themes of social, financial and creative freedom.

**£1.75 million** economic value to the city

**35,000 people** visited the exhibition at New Walk Museum

**93 young people** from disadvantaged backgrounds took part in creating their own Mod culture exhibition



# ReVive Festival

ReVive Festival involved over **40 venues** across the city centre including **Scooterama**.



# Leicester Comedy Festival

The UK Kids' Comedy Festival launched in 2019 with **30 events in 20 venues**.



In 2019 the 26th festival attracted **135,000** people to **847** events in **72** venues.



# Always and Always Facing Toward the Light

The story of Alice Hawkins, a leading suffragette from Leicester was brought to life with an incredible video mapping shown on the back of the historic Corn Exchange at Leicester Market.

Leicester was one of seven cities in the Centenary Cities project marking 100 years of Votes for Women funded by the Government Equalities Office.

# Alice Hawkins Statue

The 7ft bronze statue was unveiled at an event attended by Peter Barratt, Alice's great grandson and his daughter, Kate.





## Bring The Paint International Street Art Festival

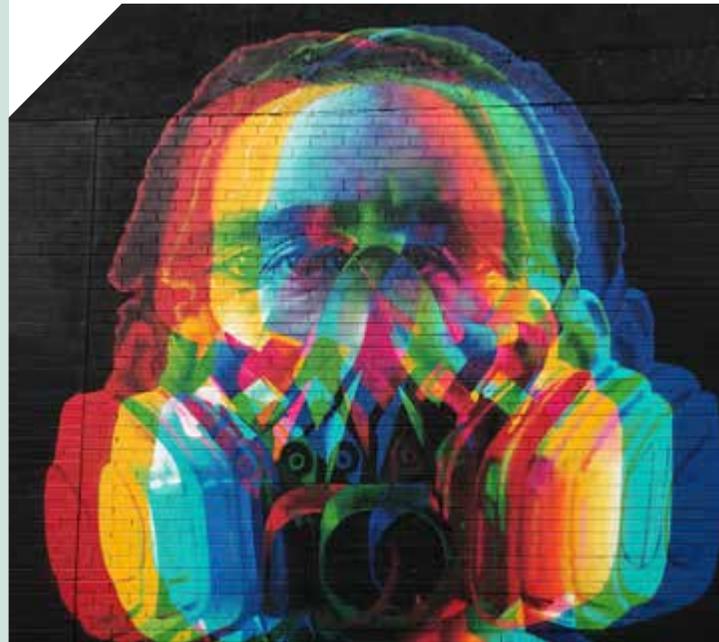
World renowned artists like **SMUG**, **INKIE**, **INSANE 51** and **TASSO** transformed the city centre with their mural paintings. The festival was organised by **Graffwerk**.

**250 artists** from **22 different countries**

**300 artworks** created

**2,000 artists and volunteers**

**£500k+** economic value to the city



## Journeys Festival International

Journeys Festival International, produced by ArtReach, showcases and celebrates work created by artists from the refugee and asylum seeker community. The festival spans 15 days, taking place across Leicester City Centre, and includes live music, street theatre, exhibitions, interactive installations, films, talks and workshops.



## Attenborough Arts Centre

Since the opening of the Contemporary Art Gallery and schools-based gallery education in 2015, **visitor figures have doubled to 110,000.**

Exhibition highlights include working with internationally acclaimed artists such as **Yinka Shonibare, Lucy and Jorge Orta** and **Ryan Gander** as well as celebrating the very best of local talent.

The centre’s access and inclusive work has been recognised through multiple awards and grants.

## Heritage Panels

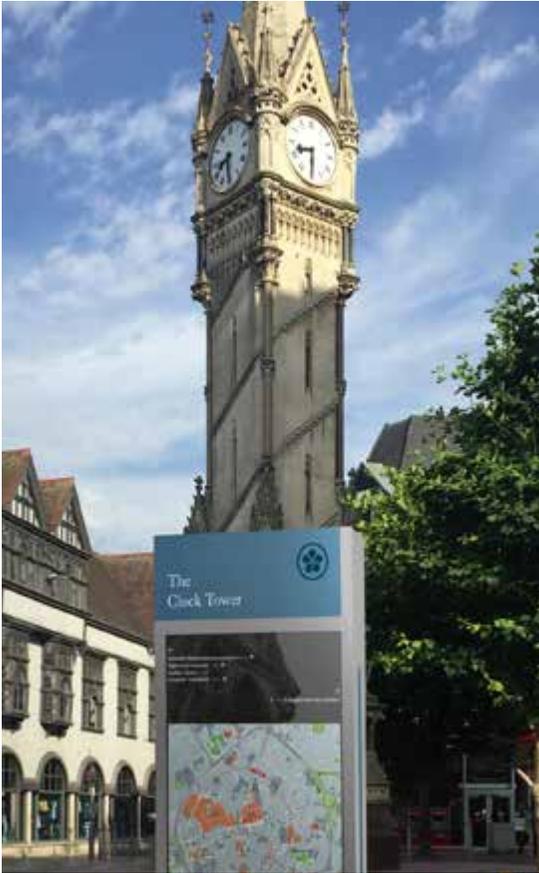
Stories of some of Leicester’s most interesting buildings, places and people have been brought to life in over 100 heritage interpretation panels celebrating Leicester’s 2000-year history.



## St Martins Lodge

The **£1.8 million** development of a Grade II listed Georgian building in Old Town

Luxury 28-bed hotel with many offering unrestricted views of Leicester Cathedral and gardens.



## Legible Leicester

**£1.8 million invested** in new signage including city boundary signs, a city centre network of wayfinding information panels and fingerposts, new mapping system and Highway signage.



## Leicester Market

The Leicester market has a trading history stretching back more than 700 years. A major redevelopment programme has included the development of a new **award-winning Food Hall** which opened in 2014, the creation of a high quality public space for specialist markets, festivals and events and works to improve the streetscape.

## Morningside Arena

The **£6 million** Community sport Morningside Arena is home to Leicester Riders, the most successful basketball club in the country over the last six years. The **3,000 capacity arena** also stages national and international sporting tournaments, large social events and conferences.



## Haymarket Theatre

Reopened after **10 years** in 2018 for theatre, music and comedy performances and corporate events.

**£3 million** refurbishment

**900-seater** theatre

**120-seat** studio theatre

**3** rehearsal rooms

# Targets 2020–2025

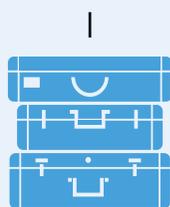
The 2018 value of tourism to Leicester and Leicestershire was £1.88 billion. The number of people who visited the region was 34.93 million. 23,076 jobs were created and safeguarded.

**Baseline**  
2018 STEAM figures<sup>1</sup>  
**£651 million**  
value of tourism for Leicester



**Projected by 2025**  
**£792 million**  
£141million increase

**Baseline**  
2018 STEAM figures  
**4.8 million**  
overnight stays  
(including visiting friends and family)



**Projected by 2025**  
**5.6 million**  
800,000 increase

**Baseline**  
2018 STEAM figures  
**11.5 million**  
visitors to Leicester



**Projected by 2025**  
**14 million**  
2.5 million increase

**Baseline**  
2018 STEAM figures  
**7,911**  
jobs created and safeguarded



**Projected by 2025**  
**9,171**  
1,260 increase

<sup>1</sup> Scarborough Tourism Economic Activity Monitor (STEAM) 2018

# Aims and Objectives

## Ambitions

**Leicester will be a desirable and memorable leisure and business tourism destination that residents are proud of.**

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**A £100 million investment programme will attract more first-time visitors, increase repeat visits and overnight stays.**

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**Growing our visitor economy will bring sustainable economic, cultural and social benefits to investors and residents.**



# Objectives

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**1 Improving the tourism product offer** in terms of quality, diversification, productivity and profitability

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**2 Developing the place and connectedness** to establish unique characteristics and accessibility

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**3 Developing a strong identity** to position Leicester as a desirable destination, attracting first-time visitors

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**4 Defining our existing and new target markets** and focusing marketing activity on these groups.

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**5 Ensuring the visitor experience is memorable** and encouraging repeat visits

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**6 Promoting the city as a conference and event destination of choice,** offering excellent accessibility and value

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**7 Supporting our new accommodation stock** by increasing overnight stays

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**8 Embracing the increasing role of technology** in the visitor journey

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**9 Fostering civic pride** amongst residents to act as our ambassadors

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**10 Developing skills, networking and cross-selling** amongst visitor economy businesses

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## Tourism matters

Since 2010, tourism has been the fastest-growing sector in the UK in terms of employment. It is predicted to grow faster (at 3.8% per year) than the overall UK economy (at 3% per year) — and much faster than sectors such as manufacturing, construction and retail. Britain will have a tourism industry worth over £257 billion by 2025 — that's just under 10% of UK GDP, supporting almost 3.8 million jobs, which is around 11% of the total number of UK jobs.<sup>2</sup> In 2018, the value of tourism for Leicester was £651 million, supporting 7,911 jobs<sup>3</sup>, based on 11.5m visitors and 4.8 million overnight stays. This plan sets out how we can build on that base to drive more successful and profitable businesses in the city and create vital new jobs.

In 2018 the value of tourism for Leicester was £651 million

<sup>2</sup> Tourism: jobs and growth. Deloitte November 2013

<sup>3</sup> STEAM Final Trend Report Leicester 2009–2018



# Who We Are Talking About



## Three key target groups

The recent research carried out across the city and county identified three key market segments with the opportunity to grow and develop over the long term.

Firstly, our existing visitor base — ‘Empty Nester Couples with Traditional Values’ — consists of mostly mature couples with no children at home who enjoy holidaying in the UK and appreciate heritage and culture. The other two target groups are a good fit with what we have to offer already, but may not be aware of our full breadth of attractions and activities, as they have little knowledge of the area. ‘Active Family Fun Seekers’ are families and groups of families with children under 16 who want lots to do, whatever the weather, and are specifically interested in visitor attractions, activities and events. ‘Free and Easy Mini-Breakers’ are typically under-35s and enjoy travelling solo, in couples or in groups. They like to cram as much into a break as possible. They are interested in living like a local and getting insider tips.

Aligning the promotion of our attractions and activities with those in the county also creates an opportunity for more overnight stays in the city, as visitors stay for longer.



## Day visitors — Day to stay

STEAM data highlights our current dependency on day visitors (68% market share), which is most likely due to Leicester’s central location. About 22 million people live within a three-hour drive time. The task is to convert more day visitors into staying visitors. Visit Britain 2017 research reveals 30% of all international travel to the UK and 37% of all domestic travel was to visit friends and relatives and we know this is particularly important for the city and the county. Encouraging repeat visits and extended stays is important.

## Business tourists

Business tourism in the UK is growing fast and regularly out-performs other parts of the industry. There is untapped potential to build the city as a prime destination for business tourism events. A business tourism delegate typically spends four times that of a leisure visitor and business tourism events happen all year round. Our ambition is to realise the full economic potential of business tourism through a sustainable and collaborative approach that unlocks opportunity for tourism businesses across Leicester and Leicestershire. New resources are being committed to do this.

# Strategic Context and Opportunity



Culture presents an opportunity for authentic cultural exchange between locals and visitors

## A changing city

Over the past 10 years, the city centre has undergone a radical transformation based on massive investment in the public realm. The Connecting Leicester programme, led by Leicester's City Mayor, has created an attractive pedestrian family-friendly city centre. High quality new public spaces have emerged to inspire exciting new events, festivals and attractions, particularly in the Old Town, which will be a focus for this plan.

## Cultural capital

The increasing recognition of the potential of culture to generate revenues has created a surge in the tourism market. It is the way visitors interact, explore and learn through encountering performing arts, visual arts and crafts, museums and cultural centres, historical sites and interpretive centres. Culture presents an opportunity for authentic cultural exchange between locals and visitors and for destinations it encourages local communities to embrace their culture and boost economic growth.

## Evolution of retail

Retailers are facing a seismic shift in consumer behaviour with digital and online technologies forging an evolution in retail business models. Bricks and mortar retailers face rising costs as well as falling footfall. Twenty per cent of retail sales are currently made online forecast to rise to 50% by 2030.

The high street is not dying but evolving. Large retail spaces are being repurposed into smaller units, and other uses such as hotels and work-spaces. In store experience is becoming increasingly important. Millennials who currently account for 14.2% of consumers are driven by the social media culture and choose to spend their money on experience-led activities rather than material goods. The emergence of gyms, bowling alleys, adventure golf, esports and escape rooms in the city is in direct response to people wanting to socialise in a shared experience. There is a growing consumer trend of favouring local, independent restaurants, cafes and pubs instead of large chains or out-of-town restaurants. With an estimated 1.7 million UK consumers eating at a restaurant at least once a week, this trend presents a good opportunity for continued growth for the local, authentic sector.





## Natural environment, canals and rivers

Research has revealed the untapped leisure potential of our waterways. In the city, the River Soar and Grand Union Canal are underused routes for boats and provide opportunities for residential and overnight moorings, as well as providing an attractive green corridor for walkers and cyclists. The city has beautiful parks, play areas, green spaces, wildlife areas, lakes and waterways and more can be done to create awareness and use of them.

## Climate change

Worldwide tourism is growing as people get richer. However, tourism has expanded so rapidly it now accounts for 8% of greenhouse gases.<sup>4</sup> Tourism will be affected by policy change and efforts to reduce the greenhouse gas emissions which are causing global warming. This could be a good opportunity for Leicester if ‘staycations’ exploring the UK start to be preferred over international travel.

4 New Scientist May 2018

## Sustainability

National accreditation schemes promoting ‘green’ tourism credentials improve energy efficiency, reduce waste, conserve resources and support local sourcing of supplies and services. Leicester enjoys a strong international reputation for sustainability and should encourage these schemes. In the last 10 years, more plastic has been produced than during the previous 100 years. The 11.5 million visitors to Leicester in 2018 are estimated to have used over 30 million plastic water bottles. The city’s tourism organisations will be asked to support the city’s efforts to reduce the use of plastics and promote the message. The growing consumer interest in food provenance and local supply is also an opportunity given the quality local produce we can highlight.

## Accessibility

One in five people in the UK has an impairment and those with health conditions, and their travelling companions, are estimated to spend £12 billion on trips in England each year.<sup>5</sup> Half a million British adults cited 'lack of accessibility provision' as the reason they did not take a domestic trip in the last 12 months. Our pedestrianised city centre is compact and accessible and many of our attractions and venues have excellent facilities. This will feature in our marketing strategies.

<sup>5</sup> HM Government Industrial Strategy Tourism Sector Deal



# Developing and Delivering This Plan

A photograph of an indoor rock climbing gym. A woman in a red t-shirt and light blue pants is climbing a white wall covered in colorful holds. Other people are visible in the background, also climbing or standing near the walls. The gym has a high ceiling with exposed pipes and a blue mat on the floor.

Delivering this plan successfully requires co-ordinated action across the whole visitor economy

The strategic aims and action plan for the next five years have been developed through extensive consultation with tourism partners, particularly members of the city Tourism Forum. This consultation process has provided evidence to support our ambitious growth targets for 2025. Recent research amongst organisations with an interest in the visitor economy across the region has also informed the plan.

It has also been developed closely in parallel with the wider Tourism Growth Plan for Leicester and Leicestershire, which has been supported by a region-wide Tourism Advisory Board. Both plans are designed to complement each other. The city plan will help to deliver priorities for the wider area, for example product investment, improved productivity and in particular it will support the strategy for creating a strong, distinctive and visible destination through a campaign brand entitled Uncover the Story. This brand will be

adopted and used by a host of tourism businesses for a range of marketing purposes (food, heritage etc) and is anchored by the King Richard III story.

The plan has also been influenced by the broader strategic priorities and actions set out within the Leicester and Leicestershire Enterprise Partnership (LLEP) Local Industrial Strategy, Leicester Smart City Strategy, Leicester Economic Action Plan 2016–2020 and the city council's Place Marketing Strategy.

Delivering this plan successfully requires co-ordinated action across the whole visitor economy, from multiple partners in the private and public sectors. It also requires close working with organisations including Midlands Engine, Visit Britain and various trade bodies. This will be facilitated by the Tourism, Culture and Inward Investment division at Leicester City Council, in partnership with city tourism organisations. Our work will be overseen by the city's Tourism Forum.



# Product



“The traveller sees  
what he sees, the  
tourist sees what he  
has come to see”

Gilbert K Chesterton

# Growth, linkage and diversification of the tourism product is vital for competitiveness and sustainable development.

There has already been substantial investment in the overall tourism product in recent years, helping to attract more visitors, but this plan will see a further step-change. New hotels, quality retail and food and drink venues, and leisure activities are all boosting our city's profile. New large-scale events have been realised through strong partnership working between the public and private sectors, with funding support from grants and sponsorships.

New tourist attractions and the revitalising of existing offers will create an increasingly attractive choice of things to do and see, all of which will bring visitors to the

city to stay for longer, supporting the growing hotel and hospitality sector. The city has ambitious plans and some of the larger projects are referenced here.

A brand new 250-bed hotel and aparthotel complex, developed by Charles St Buildings on the edge of Leicester's Waterside regeneration area, will open in early 2020. The project is a tremendous statement of intent and confidence in the city, alongside the millions already invested to upgrade existing accommodation offers at the Holiday Inn, the Mercure Leicester Grand Hotel and elsewhere. However, that is only the start of an investment programme that will dramatically

enhance the city's accommodation offer for leisure and business tourists. Already in the pipeline for a summer 2020 opening is a new 67-bed Travelodge in the heart of the city, at the Haymarket. Soon to follow is a premium 110-bed aparthotel which will transform the old Fenwick department store and breathe life into Market Street and Belvoir Street. Leicester Tigers plan to be on site in 2020 with their new 180-bed hotel and conference centre, while the planned expansion of the King Power stadium to add an extra 10,000 seats also includes a plan for a new hotel.



## Roman Leicester

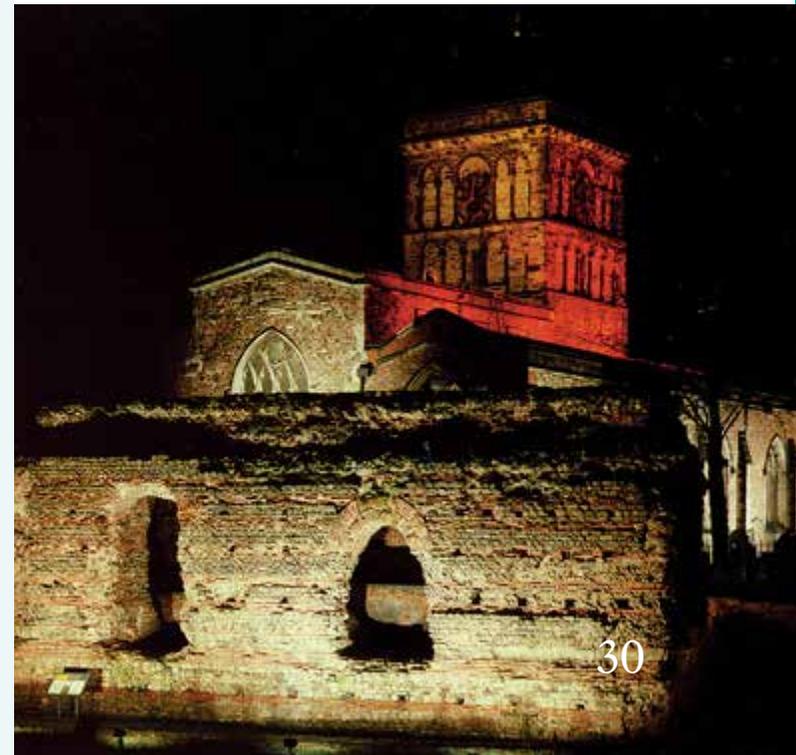
The city was occupied by the Romans for more than 400 years and two to three metres below the ground are the buried remains of Roman Leicester, much of which has now been excavated and studied. Leicester's Jewry Wall is one of the largest pieces of Roman masonry still standing in Britain and the city's most famous piece of archaeology. The city council will deliver a world-class visitor attraction at the Jewry Wall Museum and former Vaughan College site, using the latest technology to re-imagine and uncover the stories of Roman Leicester.

## Leicester Space Park, National Space Centre and Abbey Pumping Station

The National Space Centre now welcomes more than 317,000 visitors a year, up from 293,446 in 2018, but it is hungry for more. Its Vision 2025: More Space, Greater Impact project is an £8 million scheme to deliver new augmented and virtual reality labs, an astronaut training centre and a new 400-capacity corporate and exhibition space. This key visitor attraction has helped prepare the ground for the University of Leicester's new Space Park, which will be developed on the adjacent

site, a £100 million scheme offering academic faculties, new research and manufacturing capacity for earth observation, and satellite production.

The wider Space Park regeneration scheme also creates the opportunity to dramatically improve the links between the National Space Centre and the neighbouring Abbey Pumping Station, a much-loved museum that uncovers the story of Leicester's industrial heritage.





German expressionist gallery

## New Walk Museum

Leicester already enjoys an international reputation for New Walk Museum's German Expressionist collection, but it also holds a superb collection of modern art which will be showcased by a new, extended art gallery. A wider investment package will also create a new community gallery, improve educational and learning facilities and repurpose other space to tell the Story of Leicester, particularly in the modern era.

## Visit Leicester Information Centre

Visit Leicester, the city's tourist information centre, will relocate to the King Richard III Visitor Centre. Driving visitors there is part of a wider plan to build the strength and reach of the KRIII brand, not just for the visitor centre and the Cathedral, which is home to the remains of Richard III, but for the city as a whole. Connecting Leicester's investment in the public realm and green spaces and the opening of new, independent businesses has already started the transformation of the Old Town area, but this plan will also see further investment in signage, branding and digital interpretation to underscore the offer.

## Leicester Cathedral Revealed

This £11.3 million project to restore the Cathedral and build a Heritage Learning Centre on the site of the old song school will improve the visitor experience for the 130,000-plus visitors now coming each year, many drawn to see the tomb of King Richard III. The history of the Cathedral will be uncovered using state-of-the-art technology, including digital devices and interactive interpretation.



Redemption Window Leicester Cathedral. Credit: Richard Jarvis



## Animating Public Spaces

Leicester prides itself on its full calendar of annual festivals and events, ranging from community activities to large-scale spectacles. Leicester is also host to the longest-running comedy festival in the UK. Our policy of animating public spaces focuses on the use of our new and existing public spaces and parks in the city to strengthen the connection between people, places and high-quality art and culture.

Working in partnership with city organisations and industry bodies has realised new, ambitious events such as the Bring The Paint international street art

festival, the Mods: Shaping A Generation exhibition and the ReVive festival. De Montfort Hall has hosted Gigs in the Gardens, while One Giant Leap celebrated the 50th anniversary of the Apollo moon landing. The scale and theme of these events attracted visitors from outside the city, boosting hotel occupancy and securing national media coverage. Our plan is to enhance this package further, strengthening our partnership with the Business Improvement District (BID) and other cultural stakeholders. For example, we will create a curated programme of activities to enliven the new square by the Corn Exchange.





Credit: Great Central Railway

## Great Central Railway

Already pulling in more than 130,000 visitors a year, the Great Central Railway has ambitious plans to improve its heritage rail line, including ‘Bridging the Gap’ to reconnect two sections of the former 18-mile line between Leicester and the outskirts of Nottingham. It is estimated this will increase visitor numbers by 50,000. Revised plans are being drawn up for a Leicester North visitor attraction to showcase locomotives, carriages and artefacts relating to GCR’s history. The GCR is the only double-track mainline heritage railway in the world, where historic steam and diesel trains can be seen passing each other at speed.

## St George’s Cultural Quarter

The £6.84 million Phoenix 2020 project will add two new cinemas — creating a four-screen venue — a new digital arts gallery, a green roof terrace and improved spaces for creativity and learning. The aim is to double participation over five years, with a strong focus on young people and the charity’s reach to disadvantaged communities.

Already an outstanding regional theatre in the country, Curve has recently added extra seats, taking its capacity up to nearly 1,000 and allowing it to accommodate more

large-scale productions. A major investment project to build an education and rehearsal centre is also planned.

The Haymarket theatre, re-opened in 2018 after an extensive refurbishment programme, will benefit from new lifts, delivering much-improved and secure access to all parts of the complex, whilst the Little Theatre, home to amateur drama in the city for more than 100 years, is planning a £3 million expansion of its studio and rehearsal space.



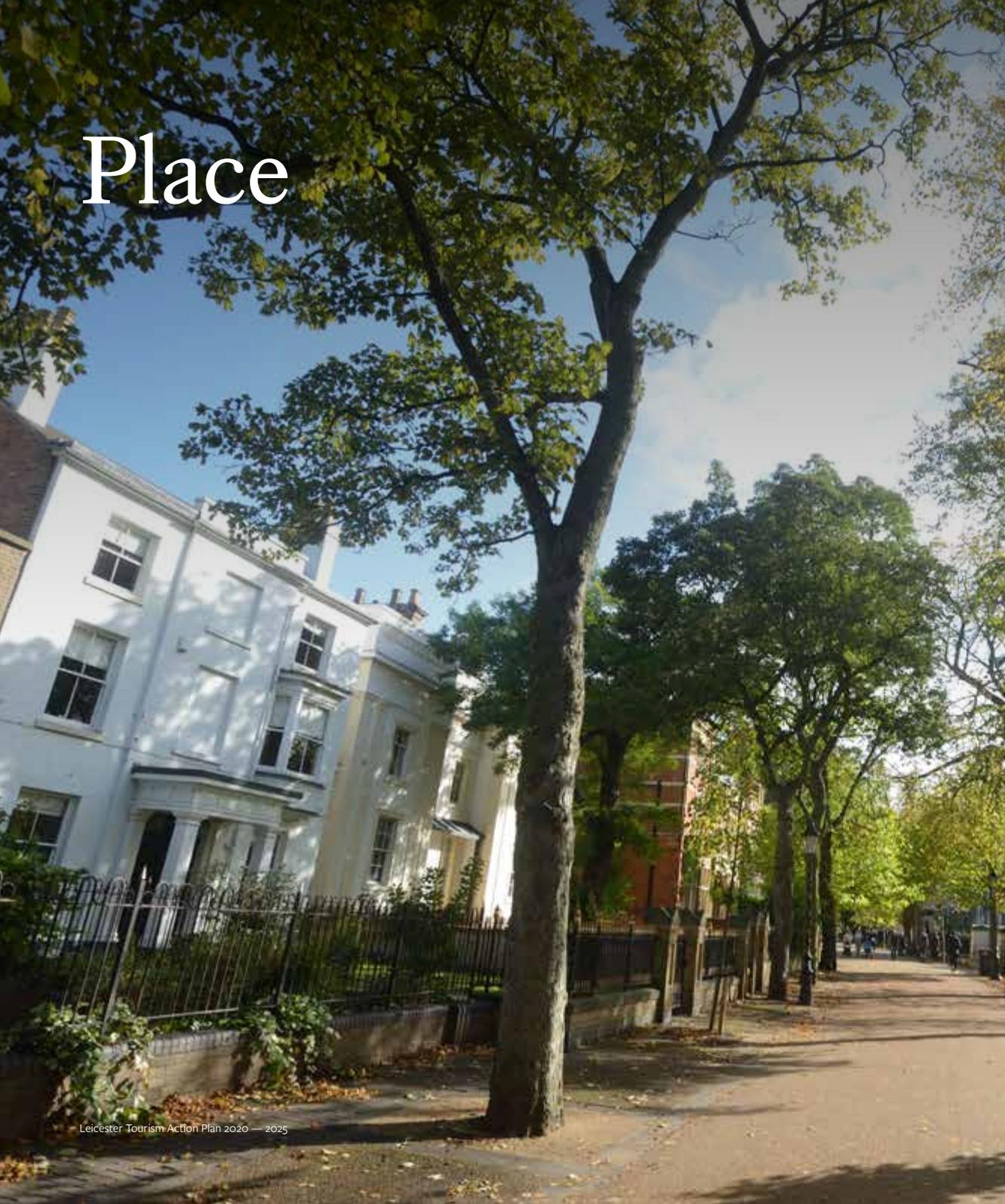
Phoenix Artist Impression South Elevation

# Action Plan

Objective 1	Improving the tourism product offer in terms of quality, diversification and profitability
Actions	<ul style="list-style-type: none"><li>• Relocate Visit Leicester Information Centre to King Richard III Visitor Centre</li><li>• Refresh the undercover market at Leicester Market</li><li>• Support Little Theatre to expand their studio and rehearsal spaces</li><li>• Create new galleries and improve learning facilities at New Walk Museum</li><li>• Install new lifts serving Haymarket Theatre, car park and the new Travelodge hotel</li><li>• Develop Leicester Cathedral's Heritage Learning Centre</li><li>• Deliver Phoenix 2020 adding new cinemas and digital arts gallery</li><li>• Deliver National Space Centre Vision 2025: including new augmented and virtual reality Labs and an Astronaut training Centre</li><li>• Deliver a world-class visitor attraction at Jewry Wall and Vaughan College to tell the story of Roman Leicester</li><li>• Secure support for an animating public spaces programme to deliver new, high quality events</li><li>• Programme a calendar of events on the new square by the Corn Exchange</li><li>• Deliver new visitor accommodation at Haymarket, Granby Halls, King Power Stadium and the old Fenwick's building</li></ul>



# Place

A photograph of a tree-lined street. On the left, there are white, multi-story buildings with windows and a black metal fence. A large tree stands in the foreground, casting a shadow on the path. The street is paved and lined with more trees in the distance. The sky is blue with some light clouds. The right side of the image is partially obscured by a green diagonal graphic element.

“Sense of place is the lens through which people experience and make meaning of their experiences in and with place”

Adams, 2013

# Creating a distinctive sense of place is a competitive advantage.

The 2,000-year history of Leicester is reflected in its built heritage and the diversity of its population and culture. Many intriguing stories of the past can be uncovered in the distinct character areas of the city, providing the ideal backdrop to enrich the experience of visitors. Creating greater awareness of these areas will be a focus for this plan to attract more visitors, encouraging them to stay for longer and increasing overnight stays. The Old Town and St George's Cultural Quarter offer both exciting itineraries for leisure tourists and bespoke alternatives to traditional conference and event venues for business tourists. Making the city attractive for visitors, including potential students and their families, and a place that residents are proud of, is essential if we are to become the tourism destination

we aspire to be. Much has already been achieved, but this next period will see further investment in place-making by the city council and by other strategic partners.

The dramatic £150 million overhaul of the De Montfort University campus in recent years, which has underpinned its offer for students, is now being complemented by an equally ambitious plan from the University of Leicester to transform campus facilities at Freeman's Common and throughout the existing estate. Both universities drive huge visitor traffic numbers through open days, graduation ceremonies, academic events and parental visits.





## Old Town

The Old Town, steeped in history, takes the tourist through a journey of Roman, medieval, Georgian, Victorian and modern-day Leicester. Central to this area is the opportunity for visitors to immerse themselves in the King Richard III story of discovery and science at the visitor centre and Cathedral. The beautiful Cathedral Gardens, Jubilee Square, and the pedestrianised public realm create tranquil spaces away from the bustle of the high street, but only seconds away from high-quality independent shopping in the Lanes and in the Market, alongside excellent eating and drinking venues.

## St Martin's Square, Old Town

Substantial investment by owners Shearer Property Group is now regenerating this city gem at the heart of the Old Town. A new archway has created a stronger sense of arrival and improved sight lines, which has resulted in increased footfall. A strategic tenant mix plan is delivering exciting new tenants including restaurants Mowgli and Giggling Squid, which join an already strong line-up of independent businesses offering artisan gelato, specialty coffee and teas, craft beers and much more.





## St George's Cultural Quarter

The Cultural Quarter has transformed Leicester's former Victorian textile and shoe hub into a thriving area for theatre, film and art. At its heart is Orton Square, where visitors will find the award-winning Curve theatre, the Athena event venue and independent bars and restaurants. Artisans and designers occupy converted workspaces such as the LCB Depot, a former bus depot. Leicester Print Workshop and Makers' Yard bring further creativity to the area, which is framed by stunning street art from international and local artists, creating an open-air gallery in the community.



Credit: Beth Walsh

## The Golden Mile

The Golden Mile is one of the largest authentic Indian bazaars in the UK with a high concentration of traditional Indian jewellery shops outside of the Indian sub-continent. The city's Diwali celebrations are among the largest outside of India, attracting thousands of people, many of whom stay with family and friends, contributing around £3.5 million to the local economy each year.

# Connecting Leicester

The Connecting Leicester programme has been the vehicle for improving links between special buildings and places to create a strong and vibrant city centre. The reduction in the dominance of roads has created an attractive, pedestrian-friendly, safe environment and the successful Greyfriars Townscape Heritage Initiative has led to the rebirth of residential housing in the streets around the Old Town.

In the next phase of Connecting Leicester, a new link road between Belgrave Gate and Mansfield Street will be created to improve bus reliability and reduce journey time for buses leaving the Haymarket Bus Station. A new pedestrian route will be created between St Margaret's and Haymarket bus stations to provide improved access. The area around the Clock Tower will also be repaved and the top end of Church Gate will be pedestrianised

to create a safer environment. Buses in this area will be redirected down Mansfield Street and vehicles will be prohibited from accessing this busy area.

Following the demolition of 15 Horsefair St, which overlooked a dingy alleyway, work is now being completed to create a much better pedestrian link between Town Hall Square and Dolphin Square, which will help drive footfall to the market. This improved access route delivers great views of both the Town Hall fountain from one side and of the Corn Exchange from the other.

This project to open up public spaces in the area will be mirrored by a new pedestrian link between the new square at the rear of the Corn Exchange and Cank Street, as the city council intends to demolish a block of disused shops in Market Place.

Much of the area surrounding Leicester's iconic market, with its 750-year history, has already been improved, but this plan will see the completion of street works and an investment package in the market itself to improve lighting, create greater flexibility for traders and enable better product display.



# Transforming Cities

Leicester's status as the UK's second-fastest growing city, coupled with the significant positive impact of the Connecting Leicester programme, has positioned the city to capture a substantial portion of the government's £1.7 billion Transforming Cities Fund. The funding will be focused on making it quicker and easier for people to get around and on increasing productivity through investment in sustainable public transport.

People will be able to move much more quickly between key transport hubs including the railway station and the St Margaret's and Haymarket bus stations. Investment in buses, cycling and walking will reduce congestion and improve air quality and health outcomes. As part of this, there are plans for a new orbital city centre electric bus service, linking transport, retail, employment, educational and leisure hubs.

The city is introducing a £550k new public bike scheme which will make around 500 bikes available for hire from some 50 docking stations across the city. The network of docking stations will cover a wide area, including the National Space Centre, King Power Stadium, Tigers' rugby ground and the city centre.

Improved frequency of Park and Ride buses and a new interchange is proposed in addition to the conversion of Park and Ride services to electric buses. Better connectivity through smart ticketing via contactless bank



cards and mobile phones, real-time information at main bus stops and the provision of network-wide branding and mapping are also proposed.

An important strategic opportunity is to develop effective joint working with Abellio, the company awarded the East Midlands rail service franchise for at least the next eight years. Abellio is committed to investing £600 million in new bi-mode trains, providing more routes and faster times across the whole network. The investment will also see transformed stations, improved ticketing and accessibility and staff training.

Our ambitions include more trains that run later into the evening to attract audiences from further afield, to support cultural venues and our evening economy.

The city's central location in the country and our accessibility is already a distinct competitive advantage and this investment will make the city work better for visitors as well as residents and workers. This tourism plan will focus on improving visitor information at our key transport hubs, creating a better sense of arrival and welcome.

# Action Plan

Objective 2	Developing the place and connectedness
Actions	<ul style="list-style-type: none"><li>• Pedestrianise St Martins and Hotel Street to create a piazza style pedestrianised area with more street cafes</li><li>• Improve the signage and quality and availability of visitor information at transport hubs</li><li>• Resurface the area around the Clock Tower and pedestrianise the top end of Church Gate.</li><li>• Introduce a new bike hire scheme across the city</li><li>• Encourage visitor economy businesses to promote green travel plans</li><li>• Develop itineraries and promote opportunities for visitors to engage more with our waterways</li><li>• Make it quicker and easier for people to get around the city through the Transforming Cities Fund programme</li><li>• Deliver a new pedestrian route between the St Margaret’s and Haymarket bus stations</li><li>• Create a new pedestrian link between the new square at the rear of the Corn Exchange and Cank Street by demolishing empty shops</li><li>• Create a new link road between Belgrave Gate and Mansfield Street to improve bus reliability and reduce journey times</li><li>• Complete the pedestrian link between Town Hall Square and Dolphin Square</li></ul>



# Positioning

A large mural of a man's face with a nose ring and a beard, set against a brick wall background. The man has a serious expression and is wearing a dark cap. The mural is painted on a brick wall, and a window is visible in the upper left corner. A red diagonal shape is on the right side of the slide.

“Making promises and keeping them is a great way to build a brand.”

Seth Godin

# Tourism marketing requires creative strategies to best reach potential visitors and tell the most compelling story about a destination.

The city's economic value from tourism has grown by 48% since 2009. There is a clear sustained acceleration of growth evident from 2015 following the global coverage of the reinterment of King Richard III in Leicester Cathedral. Recent research shows, however, that there is still a relatively low awareness and knowledge of Leicester and Leicestershire as a tourism destination, especially amongst those who have never visited.

King Richard III and the National Space Centre are the city's unique 'attractor' brands. However, the depth of Leicester's tourism offer provides an excellent opportunity to better promote the diverse range of visitor experiences to secure overnight stays. The visiting family and friends sector accounts for 27% of the market share in the city. Fostering civic pride amongst our residents to act as our ambassadors will encourage visits to tourism attractions and venues with family and friends.

The marketing effort will focus on the three key target segments described earlier that have been identified through research. The messaging, tone of voice and media type used to reach the different audiences will be adjusted accordingly to appeal to each group's differing needs and expectations. Leicester will need to position itself strongly against its competitors to appeal to more visitors.

## Uncover the Story

Tourism trends evolve and winning destinations will be able to respond to the changing needs and expectations of visitors. To be successful in a highly competitive marketplace, Leicester needs a strong identity to differentiate itself. Uncover the Story is a campaign that

invites intrigue and curiosity, and a desire to find out more. It will repackage our tourism offer in an imaginative and memorable way. King Richard III is the city's hero story but the Uncover the Story campaign will be effective for discrete as well as collective stories. The initial themes for the campaign have been selected following consultation with city tourism organisations. The brand campaign will be launched at the end of 2019 and a brand toolkit will assist individual attractions and venues to promote their own stories. This collective identity campaign will enable our destinations to feature prominently and visibly in wider tourism partnerships, such as Midlands Engine and with Visit Britain. Closer to home, campaigns and strategies will be developed working closely with local district tourism partnerships and with the Tourism Advisory Board.

## Themes and itineraries

Thematic tourism which often involves more than one destination is proving popular. Apart from King Richard III, there are many other shared themes that would appeal to the target groups, such as food and drink, family fun and culture and heritage. Leicester and Leicestershire have volumes of stories for visitors to uncover and the commitment to an integrated approach across the region has the potential to bring more visitors to explore the area and stay for longer.

Themed promotions will be developed in partnership with attractions to allow for more effective programming and a co-ordinated approach to the target sectors. Existing support resources will be rebalanced to enable a more proactive engagement with attractions, to support specific marketing campaigns and to facilitate more familiarisation visits.

## Online

The Visit Leicester website, launched in 2015, has helped to give the city a stronger identity by using the city brand and quality photography to show Leicester at its best. It promotes attractions and events that will appeal to tourists with the primary aim of attracting first-time visitors from further afield. The What's On and itinerary builder sections are useful tools for visitors to plan their own visits. The new Story of Leicester website invites the user to explore the city's 2,000 years of history by celebrating famous characters, telling compelling stories, documenting significant social events and showcasing the best of our built environment.

Leicester City Council's museums service is an Arts Council England (ACE) national portfolio organisation. ACE funding will create a distinct brand identity for each of Leicester's six museum sites, reflecting the quality and breadth of our museum offer. A new website will raise the profile of the city's world-class collections and exhibitions. The website will engage new audiences, promote events at the museums and streamline online booking systems.

## City guide, itineraries and self-guided trails

A new set of information products will create awareness of the city's overall day and night tourism offer and encourage visitors to plan, explore and stay for longer. Itineraries will inspire leisure-seekers to take city mini-breaks, families to spend quality time together and business tourists to get in touch with the character of the city. The popularity of our self-guided trails telling the stories of King Richard III and Thomas Cook has prompted plans to expand the number of trails, to include, for example, an Old Town food and drink trail and a faith trail.

## Accessible tourism

Leicester city centre is compact with large pedestrianised areas making it highly accessible. An accessibility guide will be created and individual attractions and destinations will be encouraged to create their own guides online, to ensure we appeal to travellers with disabilities or impairments and are able to reassure them that they will be able to easily get around on a trip to Leicester.



## Business tourism

Currently there is relatively low awareness of the city and the wider region as a destination for conferences and events. Leicester is ideally located in the centre of the country with easy access to two international airports and good road links — and by train, it's just over an hour from London St Pancras and European markets. We don't have large-scale bespoke conference centres, but Leicester does possess an excellent range of venues and can offer good value for money. The collective offer is on a par with somewhere like Bristol.

Our new hotels will make the city more competitive and create further capacity. A co-ordinated approach between Leicester and Leicestershire when it comes to bidding for, and marketing, events will be cost-efficient. The development of a bespoke Business Tourism Strategy 2019–2021 provides a framework to collaborate with tourism partners through a membership model, providing a supported community of suppliers, a compelling new online offer, attendance at trade shows and support from a business tourism manager to handle enquiries.

## Data capture and digital communications

Knowing more about our visitors will enable us to design products, services and experiences they will value. New kiosks at Visit Leicester Information Centre will capture visitor data electronically to supplement data captured through traditional methods. This will enable us to better establish and maintain a relationship with visitors to encourage repeat visits.

Visit Leicester tourism campaigns will be coordinated with partners and delivered through social media, content, websites ([visitleicester.info](http://visitleicester.info) and [storyofleicester.info](http://storyofleicester.info)), consumer e-newsletter and feature articles to inform and inspire. By using digital channels as our primary communications in our marketing approach, we can more affordably and easily reach targeted markets and track impact. A consumer database will be developed through engagement tactics both online and face to face at the Visit Leicester Information Centre.

Traditional media and strategic public relations will still be used to integrate and amplify the messages on a more regional and national platform. These, together with improvements in the user experience and original content on digital channels, have led to users increasing their time on websites and improved leads to tourism partners. Continuing refinement of websites will offer visitors and residents more personalised and relevant content.



# Action Plan

Objective 3	Developing a strong identity to position Leicester as a desirable destination attracting first-time visitors
<p><b>Actions</b></p>	<ul style="list-style-type: none"> <li>• Produce marketing collateral for the Cultural Quarter to communicate its distinctive creative character</li> <li>• Commission hero photography to showcase our visitor economy offer</li> <li>• Secure national media coverage to support this plan through a PR agency</li> <li>• Create new signs, lamp post banners and street name plates that reflect the character and history of Old Town</li> <li>• Package and promote summer and winter festival programmes</li> <li>• Produce marketing collateral for Old Town, showcasing recent developments and future plans</li> <li>• Deliver BID Leicester’s ‘Independent’ campaign to create awareness of the local retail, food and drink offer</li> <li>• Evolve themed stories with tourism partners to implement the Uncover the Story brand campaign</li> <li>• Produce an accessibility guide for the city and encourage individual attractions and destinations to create their own guides online</li> <li>• Create a food and drink guide to create awareness of menus from across the world reflecting the city’s diversity</li> <li>• Create distinct brand identities for the city’s museums and a new website to raise the profile of collections and exhibitions</li> <li>• Create a city café culture guide to promote the cafés, restaurants, outdoor café seating and gardens in the city centre</li> <li>• Redirect resources to enable proactive engagement with attractions, support for specific campaigns and facilitation of familiarisation visits</li> </ul>
Objective 4	Defining our existing and new target markets to focus the marketing activity to secure first-time visits
<p><b>Actions</b></p>	<ul style="list-style-type: none"> <li>• Create awareness of the different art galleries displaying permanent and temporary exhibitions to art lovers</li> <li>• Promote the city’s theatres and independent music venues to support the night time economy</li> <li>• Promote the range of leisure activities in the city using digital media and print to encourage groups to share the experience</li> <li>• Support the annual ‘Purple Tuesday’ national event to celebrate awareness of the value and needs of disabled visitors</li> <li>• Introduce short-break family packages to attractions and activities in the city and wider area to secure more overnight stays in the city’s hotels</li> <li>• Improve the awareness of cycling routes and organised cycling activities throughout the year to encourage more active families to visit</li> <li>• Develop thematic tourism products across the region e.g. King Richard III, canals and waterways, comedy and food and drink, culture and heritage to promote mini-breaks</li> <li>• Attract people motivated to ‘Live like a local’ by giving tips on what residents do, focusing on stories, cultures and communities</li> </ul>

Objective 5	<b>Ensuring the visitor experience is memorable and encouraging repeat visits</b>
Actions	<ul style="list-style-type: none"> <li>• Provide improved visitor information at key transport hubs to create more of a sense of arrival and welcome.</li> <li>• Promote food and drink experiences including gin schools, cocktail and chocolate making, cooking demonstrations and tasting sessions.</li> <li>• Engage a team of multi-lingual volunteers to act as ambassadors at major events</li> <li>• Support the BID Ambassador team to engage with visitors to provide information of where to go, what to see and do</li> <li>• Promote BID's Loyal Free app to increase the number of users redeeming discount offers and downloading trails.</li> <li>• Ensure festivals and events enable attendees to be active participants and learn about our communities</li> <li>• Promote quality assurance schemes for accommodation, attractions and restaurants and encourage businesses to become accredited</li> <li>• Obtain Purple Flag accreditation that underpins an entertaining, diverse, safe and enjoyable night out</li> </ul>
Objective 6	<b>Promoting the city as a conference and event destination of choice offering excellent accessibility and value</b>
Actions	<ul style="list-style-type: none"> <li>• Implement the business tourism strategy 2019–2021 to increase the value of business tourism</li> <li>• Set up a city business tourism forum comprising senior representatives from the hotel and hospitality industry and main venues</li> <li>• Develop an integrated approach across Leicester and Leicestershire for business tourism event bidding</li> </ul>
Objective 7	<b>Supporting our new accommodation supply by increasing overnight stays</b>
Actions	<ul style="list-style-type: none"> <li>• Promote Leicester as the centre of UK esports, supporting the sector and identify how it can support tourism</li> <li>• Design and produce new collateral to promote the city's day and night tourism offer to encourage visitors to plan, explore and stay for longer</li> <li>• Create a city guide to promote the wide range of attractions, activities and expanded hotel and hospitality offer to encourage visitors to stay overnight.</li> <li>• Create a series of itineraries online and in print to encourage leisure and business visitors to explore more of the city and stay for longer</li> </ul>

## Objective 8

### Embracing the increasing role of technology

#### Actions

- Support visitor economy businesses to improve performance through better digital connectivity and knowledge and skills
- Install a projector in Orton Square to animate the surface with creative images
- Install more on-street heritage panels in the city and historic villages and make use of technology to tell the Story of Leicester
- Install new kiosks at Visit Leicester Information Centre and on street to capture visitor data and encourage repeat visits
- Use the data from new city footfall counters to inform investment, event planning and funding bids
- Install digital on-street advertising panels to regularly promote What's On in the city
- Differentiate Leicester through an integrated digital approach that utilises website and social media platforms to amplify messaging
- Establish the Visit Leicester What's On guide as the go-to place to find out what to see and do in Leicester
- Use video, photography, blogs and engagement with influencers to increase engagement with the social media channels
- Develop and coordinate content for the projector screen in the square by the Corn Exchange and on the wall of Ramada Encore
- Create a regular digital tourism newsletter via Visit Leicester website to engage with users and encourage repeat visits
- Drive retail sales of city-story-related gifts by extending range and online promotion at key times e.g. Valentine's Day, Easter, Mother's Day etc

## Objective 9

### Fostering civic pride amongst residents to act as our ambassadors

#### Actions

- Encourage residents to be ambassadors through campaigns like #HomeTourist to capitalise on Visiting Friends and Relations (VFR) market
- Develop a familiarisation programme for selected residential and business groups to enable them to act as flag-bearers



# People



“It is no longer enough to satisfy your customers. You must delight them.”

Philip Kotler

# Britain will have a tourism industry worth over £257 billion by 2025 — representing nearly 10% of UK GDP and supporting almost 3.8 million jobs, around 11% of jobs in the UK in total<sup>1</sup>.

Tourism and hospitality is at its heart a people business — people are the greatest asset. The high growth forecast underlines the challenge ahead to attract more people to work in the industry. Further investment in skills and training is essential, as good knowledge of technology is now as important as social skills. Tourism businesses can play an important role helping to champion tourism as a career of choice.

Tourism trends and changing visitor needs and expectations require the workforce to learn new skills. A visitor is more likely to be looking for an authentic local experience and therefore a sound understanding and insight into where residents go and what they do will be integral to good customer service.

Leicester has a reputation for being a friendly, welcoming place and, as visitor numbers increase in the future, it will be important to build on this. People who live, work and study in the city will be our ambassadors. People who are enthusiastic, proud and helpful enhance the visitor experience, making it more memorable and repeat visits more likely.

<sup>1</sup> Tourism: jobs and growth. Deloitte November 2013



Credit: Beth Walsh

## Future Workforce

Leicester College runs a wide range of courses in travel, tourism, hospitality and the food industry for all ages and abilities. However, despite the success of the students in finding rewarding careers in these industries and the jobs and opportunities available locally, only a relatively small number of young people and adults are attracted to these courses. This potential skills shortage is a threat to growth. Local businesses will be invited to raise the profile of the industry as a career choice at schools, conferences and networking events. Case studies and personal development journeys will be used to illustrate the opportunities available.

Hospitality and tourism training, skills development and business advice is available from various city organisations. Creating more awareness of these opportunities, which are often free, will increase their

take-up and improve business performance, which will, in turn, improve the visitor experience.

The plan will also concentrate on developing greater awareness and knowledge of our collective offer across our visitor attractions, so that there is better opportunity for up-selling and cross-promotion. Front-of-house teams at hotels and other venues, as well as the many volunteers who support museum services and at the Cathedral, need to be supported to talk up the city and promote what is on offer to visitors. People who live, work and study in the city will be invited to become tourism ambassadors through a programme of familiarisation tours. This will enable them to talk about their experiences with colleagues, family and friends to encourage more visits and engender civic pride.

## Awards

It is important to recognise good practice and excellence. The Leicestershire Tourism and Hospitality annual awards recognise those in the industry who have gone above and beyond. Highcross holds its own Outstanding Service Awards each year. BID Leicester is looking to introduce a new city-wide award in 2020 recognising excellence across all sectors — retail, food and drink, leisure, entertainment, attractions and hospitality.



# Action Plan

Objective 10	Develop skills, networking and cross-selling amongst visitor economy businesses
<p><b>Actions</b></p>	<ul style="list-style-type: none"> <li>• Promote the free training and skills development provided by BID Leicester</li> <li>• Support for local tourism plans and regular engagement with tourism partnerships and forums</li> <li>• Support customer-facing teams and volunteers to be aware of the collective tourism offer to cross promote attractions and increase visitor stays</li> <li>• Promote apprenticeship programmes for visitor economy businesses including National Apprenticeship Week</li> <li>• Share industry success stories to personalise careers and bring the sector to life</li> <li>• Promote work experience, free training and skills development opportunities to increase take-up of Leicester College tourism courses</li> <li>• Offer hard and soft skills training to visitor economy teams that increases job satisfaction and improves the visitor experience</li> <li>• Introduce a new city centre awards ceremony in partnership with BID Leicester to recognise excellence across all sectors.</li> <li>• Ensure the Tourism Forum membership and meeting programmes support delivery of the Plan’s priorities</li> <li>• Encourage sports fans to stay longer by working with clubs to promote the city’s wider appeal and create welcome events for visitors</li> <li>• Create a network of leaders to act as mentors and ambassadors for the industry to promote the career opportunities in tourism</li> </ul>



# Measure of Success

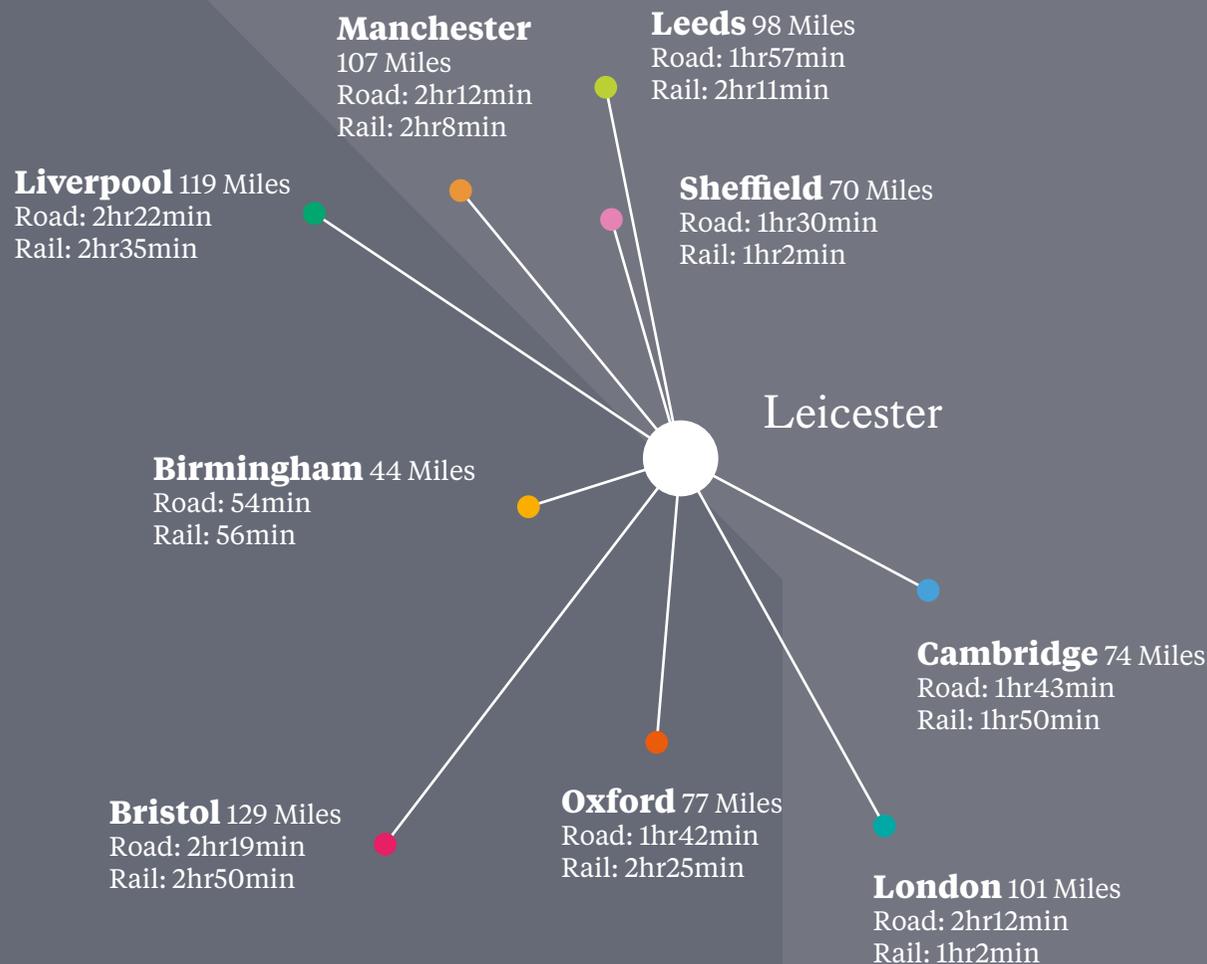
Specific targets will be updated annually but the success of the Plan will be measured against the indicators set out in this section.

<b>Objective 1</b>	<b>Improving the tourism product offer in terms of quality, diversification, productivity and profitability</b>		
<b>Indicator</b>	New and extended products Capital investment Number of visitors Profitability Economic impact for Leicester	<b>Measure</b>	Capital projects to deliver new tourism products and extended/improved existing offers Vacancy rate in the city centre Visitor counts Individual organisation ROI STEAM data
<b>Objective 2</b>	<b>Developing the place and connectedness to establish unique characteristics and accessibility</b>		
<b>Indicator</b>	Number and value of projects delivered	<b>Measure</b>	Connecting Leicester delivery
<b>Objective 3</b>	<b>Developing a strong identity to position Leicester as a desirable destination, attracting first-time visitors</b>		
<b>Indicator</b>	Percent awareness of Visit Leicester brand Number of first-time visitors Reason for visiting Where visitors come from Number of visits and visitors New marketing collateral produced	<b>Measure</b>	Leicester Visitor Survey STEAM data
<b>Objective 4</b>	<b>Defining our existing and new target markets and focusing marketing activity on these groups</b>		
<b>Indicator</b>	Targeted itineraries and trails Bookable products Increase in overnight stays	<b>Measure</b>	Number of itineraries booked and trails guides purchased and downloaded Visitor counts STR data

<b>Objective 5</b>	<b>Ensuring the visitor experience is memorable and encouraging repeat visits</b>		
<b>Indicator</b>	Percent of visitors rating satisfaction with Leicester as good or excellent Customer service rating	<b>Measure</b>	Leicester Visitor Survey Customer service awards to recognise excellence Trip Advisor
<b>Objective 6</b>	<b>Promoting the city as a conference and event destination of choice, offering excellent accessibility and value</b>		
<b>Indicator</b>	Number of conference and events secured	<b>Measure</b>	Business tourism strategy and plan for Leicester and Leicestershire Business tourism support service
<b>Objective 7</b>	<b>Supporting our new accommodation stock by increasing overnight stays</b>		
<b>Indicator</b>	Measurement of hotel occupancy levels	<b>Measure</b>	STR data
<b>Objective 8</b>	<b>Embracing the increasing role of technology in the visitor journey</b>		
<b>Indicator</b>	Unique website users New technology introduced for attractions and in the public realms	<b>Measure</b>	Visit Leicester, Story of Leicester and new museum website statistics User feedback
<b>Objective 9</b>	<b>Fostering civic pride amongst residents to act as our ambassadors</b>		
<b>Indicator</b>	Number of residents engaging in familiarisation tours and events	<b>Measure</b>	Calendar of familiarisation tours and events organised by Visit Leicester Information Centre
<b>Objective 9</b>	<b>Fostering civic pride amongst residents to act as our ambassadors</b>		
<b>Indicator</b>	Number of tourism businesses receiving business support Number of jobs created or safeguarded	<b>Measure</b>	Business support programme Induction programme participants STEAM data

# Location and Accessibility





The tourism offer in Leicester is enhanced significantly by the city’s location and accessibility.

**The key strengths are:**

- 22 million people live within a three hour drive of Leicester
- Leicester just over an hour from St Pancras International, London
- the greatest frequency of trains of any East Midlands location
- links to Europe via the Channel Tunnel are available from the same London station
- cross country links to Birmingham, Peterborough and beyond
- close proximity and good connections to two M1 junctions
- strong cross country links via the M69, M42, A50 and A47
- the benefits of East Midlands and Birmingham International airports with connections across the world.



Leicester  
[visitleicester.info](http://visitleicester.info)



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City Council