



SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 14th April, 2015 at 1.30 pm

(A pre-meeting will take place for ALL Members of the Board at 1.00 p.m.)

MEMBERSHIP

Councillors

| | | |
|------------------|---|--------------------------------|
| A Castle | - | Harewood; |
| J Chapman | - | Weetwood; |
| D Cohen | - | Alwoodley; |
| P Davey | - | City and Hunslet; |
| K Groves (Chair) | - | Middleton Park; |
| R Harington | - | Gipton and Harehills; |
| A Hussain | - | Gipton and Harehills; |
| M Ingham | - | Burmantofts and Richmond Hill; |
| S McKenna | - | Garforth and Swillington; |
| B Selby | - | Killingbeck and Seacroft; |
| P Wadsworth | - | Guiseley and Rawdon; |

Please note: Certain or all items on this agenda may be recorded.

Agenda compiled by:
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A G E N D A

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|---------|--------------------------|---------------|---|---------|
| 1 | | | <p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p> | |
| 2 | | | <p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p> | |

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| 3 | | | <p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p> | |
| 4 | | | <p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p> | |
| 5 | | | <p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p> | |
| 6 | | | <p>MINUTES - 17 MARCH 2015</p> <p>To confirm the minutes of the meeting held on 17 March 2015 as a correct record</p> | 1 - 6 |
| 7 | | | <p>STRATEGIC PARTNERSHIP BOARD</p> <p>To receive a presentation on the work of the Sustainable Economy and Culture Strategic Partnership Board</p> | 7 - 8 |
| 8 | | | <p>EVENTS MARKETING</p> <p>To consider a report on marketing of the Events service</p> | 9 - 18 |
| 9 | | | <p>RECOMMENDATION TRACKING</p> <p>To track recommendations from previous scrutiny inquiries</p> | 19 - 26 |

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| 10 | | | <p>ARTS@LEEDS SCHEME</p> <p>To consider the response to the Board's recommendations on the Arts@Leeds scheme</p> | 27 - 34 |
| 11 | | | <p>DATE AND TIME OF NEXT MEETING</p> <p>To be confirmed</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. | |

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

TUESDAY, 17TH MARCH, 2015

PRESENT: Councillor K Groves in the Chair

Councillors A Castle, J Chapman,
D Cohen, R Harington, A Hussain,
M Ingham, S McKenna, B Selby and
P Wadsworth

76 Late Items

There were no formal late items of business to consider.

77 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared at the meeting.

78 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor Davey.

79 Minutes - 17 February 2015

RESOLVED – That the minutes of the meeting held on 17 February 2015 be confirmed as a correct record.

80 2014/15 Quarter 3 Performance Report

The Board considered performance information for the period up to the end of December 2014 for services falling within its portfolio.

The following were in attendance for this item:

- Councillor Richard Lewis, Executive Member, Transport & Economy
- Martin Farrington, Director of City Development.

The key areas of discussion were:

- Members queried why popular activities such as dancing, cycling and walking were not included in the figures on physical activity. The Director agreed to feed back Members' concern to Sport England, which set the definition.
- Members asked for confirmation of the numbers of second homes in Leeds, and also for information on the impact of the development of purpose built student accommodation in relation to future use of former student housing in Headingley.

- Members asked for further information about the role of speed in relation to the number of people killed and seriously injured in road accidents. It was noted that criminal and potential criminal activity was often related to such accidents, but that highway design was rarely a causal factor.
- The increase in the number of cyclists and the need for safe infrastructure, but also for all road users to adapt to more cyclists on the road.
- The new Cycling Partnership is planning to hold a courtesy campaign aimed at cyclists and motorists.
- The historical position in relation to much of the city being designed to facilitate cars travelling at 30mph, and the desire to move to a more integrated approach with more shared areas.
- Concern about the state of the edges of roads on country routes and a request for further information on how this could be improved.
- Explanation of the reason that private hire vehicles are not permitted to use bus lanes.
- A request for feedback on the issue raised by the Board in December regarding lobbying for a national campaign about pedestrians stepping out into the road without looking.
- A request for the Board to view a recent presentation to the West Yorkshire Combined Authority in relation to highway design and shared space.

RESOLVED – That the quarter 3 performance information be noted and that further information be provided to Members as requested.

81 2014/15 Month 10 Finance Update

The Board considered a report which presented information on the budget position up to the end of January 2015 for services falling within its portfolio.

The following were in attendance for this item:

- Councillor Richard Lewis, Executive Member, Transport & Economy
- Graham Fisher, Principal Finance Manager
- Mo Afzal, Principal Finance Manager.

The main areas of discussion were:

- That the directorate was on target to spend within budget at the end of the year.
- The reasons why the drop in market income had been greater than predicted, which included the need to hold stalls for existing tenants to move into to free up space for the refurbishment, and also that a larger than expected number of tenants had opted to surrender their leases.
- Confirmation that the position was expected to pick up following refurbishment and the introduction of new areas of the market,

including the George Street development and potential evening opening.

- Concern about the availability of evening and night time bus services to support changes in retail and employment patterns in the city centre.
- Concern that the underspend within Employment and Skills may have led to a reduced service in such a priority area for the council's support to citizens. It was confirmed that the service had achieved all of its service plan targets despite staffing vacancies. It was further clarified that about £90,000 of the underspend was due to the construction and skills training programme not meeting performance targets. Members asked for further details on this.

RESOLVED – That the financial dashboard be noted and that the further information requested in relation to the construction and skills training programme be provided to Members.

82 The Provision of 20mph Speed Limits in Leeds

The Board considered a report providing further information following the previous consideration of 20mph speed limits in November 2014. In particular the report contained information about casualty figures and the associated costs, and also about potential additional funding opportunities.

In attendance to address the Board and answer Members' queries were:

- Councillor Richard Lewis, Executive Member, Transport & Economy
- Andrew Hall, Head of Transportation
- Kasia Speakman, Transport Planner
- Heather Thomson, Health Improvement Manager
- Mark Lansdown, 20s Plenty for Us.

The following issues were raised in discussion:

- The potential for some funding to be available through the Police and Crime Commissioner.
- The views of the National Institute for Health and Care Excellence (NICE) in support of the benefits of 20mph zones
- Information on further authorities that are implementing a blanket 20mph limit
- The developing partnership with public health
- The differences between the zoned approach being followed by Leeds and a blanket approach as advocated by 20s Plenty for Us
- The need for further time to elapse in order to be able to adequately assess the impact of the newer schemes with fewer physical measures
- That the main areas of casualties have largely been dealt with through the introduction of 20mph schemes and therefore future schemes are likely to have a lesser impact on casualties, although they will still provide other associated benefits

- That some authorities who have implemented a blanket 20mph limit are now retro-fitting physical measures
- That the approach in Leeds to date has had the advantage of having local buy-in through local involvement in the development of individual schemes
- The need to continue to make the economic case to government about the overall savings to be achieved from reducing casualties
- The different requirements for urban and rural roads within the council's area
- The cost benefit analysis of associated benefits such as the impact on obesity
- Concern about the limited area covered by some schemes in relation to children's journeys to school
- Concerns about the lack of enforcement activity, and how this fits within policing priorities
- The potential role of Community Committees and local action in relation to enforcement and education around 20mph zones
- Members' ongoing concern that they would like to see faster progress. It was agreed to establish a working group to give further consideration to evidence on the effectiveness of schemes in other cities; the potential for piloting a blanket approach in a specific area of the city; and potential sources of partnership funding.

RESOLVED – That the contents of the report be noted and that a working group of the Board be established to carry out further work on this topic.

83 Asset Management Plan Progress Report

The Board considered a report setting out progress in relation to asset management since the inquiry undertaken in July and September 2014.

In attendance for this item were:

- Councillor Richard Lewis, Executive Member for Transport & Economy
- Ben Middleton, Head of Asset Management.

The Board welcomed the report and congratulated officers on the good progress made.

RESOLVED – That the report be welcomed.

(Councillor Hussain left the meeting at 3.10pm at the conclusion of this item.)

84 Local Flood Risk Management Strategy - Annual Review

In line with its scrutiny role as set out in the Flood and Water Management Act 2010, the Board carried out an annual review of performance against the Local Flood Risk Management Strategy.

In attendance for this item were:

- Councillor Richard Lewis, Executive Member, Transport & Economy
- Peter Davis, Flood Risk Manager, City Development
- Wynne Floyd, Technical Services Manager, City Development.

The main areas of discussion were:

- The importance of routinely including flood risk assessment in the consideration of planning applications;
- The inclusion of flooding issues within the Core Strategy and other Local Development Framework documents;
- The aim to achieve a minimum 30% reduction in discharge of water for areas of increased development, and no increase as a minimum compared to field run off in areas of new build;
- The latest guidance in relation to Sustainable Drainage issues being managed through the Planning Authority, and the impending role of Flood Risk Management as a statutory consultee;
- Progress of the Flood Alleviation Scheme for the city centre;
- Planned review of the council's policy on sandbags;
- Local responses to flooding, such as the incident in Garforth in August 2104;
- Public information on the website on who to contact in an emergency;
- Information for Members on who to contact in a flooding incident.

RESOLVED – That the progress made with regard to the Local Flood Risk Management Strategy be noted, and that a further review be carried out in a year's time.

(Councillor Cohen left the meeting at 3.35pm during consideration of this item and Councillor Chapman left at 3.45pm, at the conclusion of the item.)

85 Delivering employment and training opportunities through the Council's procurement and planning functions

The Board considered a report which provided an analysis of the employment and skills opportunities delivered through the council's planning and procurement powers from January 2014 to January 2015. This followed on from a Scrutiny inquiry conducted in 2012/13, and the previous annual report to the Board in March 2014. The report also drew attention to the 'More Jobs, Better Jobs' research programme which is due to report in May 2015.

In attendance for this item were:

- Matthew Wilton, Head of Employment Leeds
- Yvonne Appleyard, Employment Brokerage Manager.

The main areas of discussion were:

- The Board was keen to consider the research report from the Joseph Rowntree Foundation when it is published
- The intensive nature of work required from officers, Members and partners in order to achieve employment and skills outcomes at a local level
- The opportunities to work in Burmantofts and Richmond Hill now in preparation for the retail opportunities associated with the Victoria Gate development

The Board agreed to set up a working group to look at the service's action plans in relation to developments such as Victoria Gate and the Casino.

RESOLVED –

- a) That the continuing work to secure and deliver employment and skills obligations be noted, and that a working group be set up to consider the service's action plans for ongoing developments; and
- b) That the ongoing work of the More Jobs, Better Jobs Partnership be noted, and that the Board consider the research report when it is available.

86 Work Schedule

The Board received a report of the Head of Scrutiny and Member Development which set out the latest version of the Board's work schedule.

RESOLVED – That the work schedule be agreed.

87 Date and Time of Next Meeting

Tuesday 14 April 2015 at 1.30pm (a pre-meeting will start at 1.00pm for Board members.)

(The meeting finished at 4.00pm)

Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 14 April 2015

Subject: Strategic Partnership Board

| | | |
|--|---|--|
| Are specific electoral Wards affected? If relevant, name(s) of Ward(s): | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Is the decision eligible for Call-In? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

Summary of main issues

1. The Scrutiny Board Procedure Rules state that all Scrutiny Boards will act as a “critical friend” to the relevant Strategic Partnership Board and consider and report annually on the following areas:
 - What contribution the Partnership Board is making to tackle poverty and inequality, and the progress being made against this
 - How successfully the Board’s partnership arrangements are working
 - To what extent are significant benefits being seen from partnership working? How has partnership working ensured increased pace of change to address the issue in hand?
2. The chair of the Sustainable Economy and Culture Board, Nigel Foster, and the Director of City Development will attend the Scrutiny Board to give a presentation on the Partnership Board’s work over the past year and respond to Members’ questions.
3. The partnerships are an important focus for the delivery of the city’s key aims. Scrutiny Boards acting as the “critical friend” of the partnerships will help further progress the agenda and the delivery of the relevant priorities in the City Priority Plan.

Recommendation

4. The Scrutiny Board is requested to comment on the progress of the Strategic Partnership Board.

Background documents¹

5. None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Report author: Danni Brearley

Tel: 247 5736

Report of the Chief Officer Culture and Leisure, City Development

Report to the Sustainable Economy and Culture Scrutiny Board

Date: 14 April 2015

Subject: Events Marketing

| | |
|--|---|
| Are specific electoral Wards affected? If relevant, name(s) of Ward(s): All | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Is the decision eligible for Call-In? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

Summary of main issues

1. Arising from the initial working group meetings on both the Events and Sport and Active Lifestyles services, Members identified a theme in relation to the marketing of these services.
2. As a result the Board has requested a report on both services to enable Members to evaluate the current approach to events marketing and future opportunities, including whether there is a business case for additional investment in the marketing of these services from a commercial perspective, which would enable the service to attract additional income over and above the additional investment.
3. Members received a report on marketing in sport, and work in this area is now progressing. This report focuses on events marketing.

Recommendations

4. Members are requested to note the proposals in this report.

Purpose of report

1.1 To examine current marketing arrangements and discuss how these align with our world-class events ambition and could be expanded and improved on in future.

This report is being presented as a document for discussion to aid the service in considering next steps.

2. Background information

- 2.1 Leeds has an ambition to one of the best cities for hosting world class events. Recent experience with the Rugby League World Cup and Sports Personality of the Year 2013, Tour de France 2014 and this year's Rugby World Cup and British Art Show will set the foundations for this ambition, which Leeds intends to build upon as we aim to become European Capital of Culture 2023.
- 2.2 In addition to world-class events, Leeds City Council offers a diverse portfolio of events, in addition to wider events across the city which are supported or funded in whole or in part.
- 2.3 Currently council events are managed and marketed in a number of ways in different services, including: City Development (Town Hall programmes of events, Carriageworks Theatre, Film Festival, city event spaces [such as Briggate and Millennium Square] and Kirkgate Market); Museums and galleries (in addition to the attractions themselves, these spaces also offer a range of exhibitions and events); and Parks and countryside (similarly Tropical World and Home Farm also offer events, and this service also has annual events such as Bonfires.)
- 2.4 Broadly speaking, council events can be funded in the following ways:
 - Free events – where the council subsidises the cost of running the event, such as Bonfires, Rory's Saturday Club/Tiny Tigers at Leeds City Museum
 - Charged-for events and exhibitions – where the council charges an additional entry fee, such as the exhibitions at some museum sites
 - Commercial events – where the council organises and manages an event to generate income, such as comedy at the Town Hall
 - Hosted events – where the council receives a hosting fee for the event which is for the most part marketed independently, such as the Ladyboys of Bangkok, Millennium Square
 - Partnership / income share events – where the council takes an income share from an event staged by an independent, such as the Carriageworks Panto
 - World-class events – where the council bids for and pays to host world-class events such as Tour de France, Rugby League World Cup, Rugby World Cup, British Art Show for the wider economic and PR benefits for the city.
- 2.5 The current financial climate has put pressure on our ability to run independent major events completely dependent on council resources. Opera

in the Park, Party in the Park and Classical Fantasia moved from being free to paid-for events; and last year the former were cancelled due to an end to the sponsorship arrangements with Radio Aire. Participation levels dropped from up to 50,000 for Opera and 70,000 for Party to around 7,000 and 33,000 when charges were introduced creating losses for the council. Classical Fantasia has also suffered from the introduction of charges from between 5,000 – 8,000 when free to around 2,000 last year.

2.6 With a further reduction of £150k as part of the council budget for 15/16, further consideration is being made regarding the future events programme.

2.7 Income from events is for the most part generated through:

- tickets (above costs of staging the event if Leeds City Council owned);
- secondary sales – such as bar, café, and retail sales;
- partnership / income-share; and
- venue/ event space hire.

2.8 Overall the council curates a programme of events, some of which create a surplus and others of which require subsidy. The ambition is to provide a, inclusive attractive offer which both attracts visitors and enhances the life of the city for a broad range of residents. For instance, both the German Market and Ladyboys of Bangkok create a surplus, whilst Ice Cube requires a subsidy to make it accessible to a range of, mostly, young people.

3. Main issues

3.1 The hosting, organisation and marketing of events is spread across different areas of the council, and therefore the level of support differs per event. This approach means that there are many successes in terms of promotion of events, there are also areas which could benefit from the sharing of good practice and reallocation of resources.

3.2 There is no single place where Leeds City Council events are hosted and promoted. This is done through a number of different channels and websites both internally and externally. This approach has both pros and cons: pros being a clear differentiation and targeting of relevant audiences (older people, for example, are more likely to book in person or over the phone for the programmes at the Town Hall and therefore the promotion and facilitation of these bookings works for them); cons being that there is no single place whereby an individual, say a family member such as a 'gatekeeper' (woman aged 30-45 with children and elderly relatives) can assess and take stock of what is being offered across the range and breadth of events. This should be addressed through the new 'What's On' section of the leeds.gov website [further details in 4.1]

- 3.3 A range of 'What's On' guides are produced to promote events by the Town Hall, Museums and Galleries, Carriageworks Theatre and Parks and Countryside 'Out and About' guide. Although some are targeted to different markets, there may also be missed opportunity for cross-promotion.
- 3.4 For events for which Leeds City Council has the remit for sales, sales are managed primarily through the city centre box office. We are currently analysing the capacity in the box office as there is some evidence that we are not maximising the potential sales consistently. The Box Office employs 3 full time permanent staff and one full time casual member of staff. In the last financial year they sold £1.7m worth of tickets, with 33% of sales via the internet, 33% at the counter, 26% over the phone and 8% by post. In the last year the Box Office answered 79% of all calls, accounting for 28% of the total income generated. However, the amount of abandoned calls still totalled 4k, indicating that income is being lost through lack of resources.
- 3.5 Due to the diverse nature of the events and locations within the council, linkage between events such as for purposes of cross-sales and promotion is limited. Opportunities for secondary spend are well maximised within venue – for example, bar, café and retail sales within venues for relevant events. There is also further scope for council secondary spends such as car parking through Woodhouse Lane Car Park or on-street car parking as well as cross-promotion and targeting of relevant events. SMG (who manage first direct arena) already reference Woodhouse Lane as one of their two car parking options, but currently there is no ability to be redirected and purchase ahead. Initial discussions with the transactional services team around functionality for payments are ongoing, with a view to enabling the same offer for events booked at other city centre locations.
- 3.6 We are in the middle of a technological revolution; and new and developing approaches to data collection and niche customer marketing offer real potential for future developments. Although a wide variety of data is collected, audience development work outside of that funded through the Arts Council funding within Museums and Galleries is limited. The directorate has instigated initial conversations with the chair of the Arts Council to see if Leeds could work with ACE for a better citywide approach to cultural marketing, including how this work might play into the city's strengths on open data. This discussion could also potentially involve venues which the council funds through its arts@leeds grants programme.
- 3.7 Data collated is used exclusively to the venue/service which collects it and is not available for wholesale direct and targeted marketing campaigns. This is an issue which has come up previously in Scrutiny committee around Sports marketing, and could be addressed through a better council-wide approach to

data sharing and marketing; as well as through the above ACE partnership project.

- 3.8 Through a range of historical circumstances, the council's events portfolio is quite heavily weighted towards the Autumn, with very little in other seasons. This issue is currently being considered to see what changes could be made, and what opportunities exist outside of the Autumn season. Work is underway on the council's events programme with a view to both this balance as part of our ambition to host world class events and our strategy towards European Capital of Culture 2023.
- 3.9 In terms of large scale city events, positive work has already been undertaken with Baker Richards on pricing and potential for increased income. This work notes that product and promotion – marketing – needs to be resolved before pricing can have an effect. These approaches need to be considered as part of the wider events strategy.

4. What will effective marketing look like

- 4.1 In the immediate future whilst other options are developed for the medium and long-term we will retain individual venue web presences, which work well for targeted markets and audiences, with all events also feeding into a singular 'What's On' section on leeds.gov which will cover all LCC income generating events. This new site, which will launch in June, will feature major events and become a go-to place to find out about the wide range of Leeds City Council run events. The site will be visually appealing with home and key content pages driven by high quality image, with a clean, easily navigable design. It will give us the opportunity to cross promote events and group events together. Promotional areas will showcase featured events, including key venues such as Millennium Square, Town Hall, Carriageworks, Libraries, Museums & Galleries, Sports; what's on in the city; and guidance on booking event spaces.
- 4.2 Following on from the above, current arrangements regarding multiple 'What's On' guides can either be retained if it is demonstrated they target specific niche markets or audiences with cross-promotion to other guides and relevant events; alternatively efficiencies could be identified if there is duplication of resources into a city/council-wide approach.
- 4.3 Data generated from audience attendance is analysed for the purposes of audience development, with direct targeted campaigns linked to the digital and audience strategy across the range of council events.
- 4.4 Online booking facilities are linked to the channel shift and digital drive, with functionality of the new 'My Leeds' Customer Contact Portal (CCP) being

utilised once up and running to target individuals with recommendations 'people who bought tickets to this event also bought...' (longer-term).

- 4.5 There is full maximisation of secondary spend opportunities including council-owned car parking and cross-sales and promotion. All guides and materials featuring travel options reference council-owned car parking as the best way to get to the event; features including supplementary purchases such as car parking tickets are explored through online booking options; and events which appeal to similar audiences are cross-promoted through digital and targeted marketing; guides and online materials' and point of sales displays.
- 4.6 Leeds has an events strategy which feeds into our ambition to host world-class events and become European Capital of Culture 2023.
- 4.7 Underpinning the events strategy are annual event plans, which look at events across the council and the city, ensuring wherever possible we do not directly 'compete' for the same audiences with our events; and that events are coherently planned across the year.
- 4.8 Both the events strategy and annual events plans take into consideration events put on by partners and other organisations within the city which are funded and supported by the council, particularly as this may fall under the remit of the partnership work currently being explored with ACE.

5. Potential barriers to effective marketing

- 5.1 Integrating marketing across a wider range of services and areas requires a cultural shift in the ways in which current staff work, both in terms of ways of working across different services and across the council. Cultural change is always a medium to long-term process to fully embed and establish, and so interim arrangements and solutions will also be discussed and explored.
- 5.2 In terms of integration, and longer-term cultural change options such as structures and resources embedded in services being centralised into one 'team' exist, and will also be considered as part of a longer-term events strategy.
- 5.3 Council events constitute a diverse portfolio, and this is something that should be encouraged, with events appealing to different audiences and areas of both our resident population and visitor market. A 'one size fits all' approach will not work in many areas or for different events, and any new approach needs to retain the specialist and targeted marketing required to ensure the success of the event.

6. How effective marketing will be delivered

- 6.1 Better integration and coordination of marketing across the events programme could be instigated in a number of ways, from better networking between services through to full service redesign.
- 6.2 Single events hosting and promotion is already being addressed with the introduction of a 'What's On' area of the leeds.gov website, which will allow individuals to look at the entire events offer as well as drilling down to event/audience type and location. This will be supplemented by existing web presence, which is already in usage by a number of different audiences.
- 6.3 Duplication of time and resource in producing multiple 'What's On' guides could be addressed through a single, seasonal publication or cross promotion to different 'What's On' guides within publications if audience insight shows a demand for specialised marketing for niche audiences.
- 6.4 Box office resource could be supplemented through addition of new resource, reallocation of existing approach, or even a new approach relocating the box office with the newly relocated visitors centre could be investigated, upskilling and multi-skilling existing staff to deal with both tourism and booking enquiries. Of the 79% of answered calls at the box office in one year, £471k was generated; this leaves a gross potential income of a further £125k if 100% of all calls were to be answered. Whilst it will never be possible to answer 100% of calls (some customers will always hang up before they get through – eg dialled the wrong number, changed their mind, dislike queuing systems, don't want to wait, decided to book online etc), there is huge potential to increase income by creating a separate back office call centre for the city centre box office.
- 6.5 Opportunities for secondary spend could be maximised through including council car parking in promotional materials, offering car parking bookings at council car parks when purchasing tickets when the corresponding web functionality becomes available, and cross-promotion of events targeting similar audiences.
- 6.6 Opportunities for audience development work could be realised through the potential Arts Council funding for digital audience development work, including how to better use and maximise existing data.
- 6.7 An events strategy is currently in the early stages of formation to examine weighting across different seasons, current and future events portfolio, and journey towards European Capital of Culture and ambition to host world-class events. Event programming should be looked at as part of this strategy. It is a requirement of the Capital of Culture bid to have an up-to-date cultural strategy.

7. Corporate Considerations

7.1 Consultation and Engagement

- 7.1.1 This document is to promote discussion around our current, and potential future approach to marketing and promotion of events. Any significant changes and proposals arising out of the discussions and current work would include consultative elements with relevant stakeholder groups as appropriate.

7.2 Equality and Diversity / Cohesion and Integration

- 7.2.1 Similarly, any proposals which may have an impact on equality and diversity would be subject to an Equality Impact Assessment.

7.3 Council policies and City Priorities

- 7.3.1 The approach links to the council's priority of hosting world class events, and policy of spending money wisely as a more efficient and effective approach will lead to increased income.

7.4 Legal Implications, Access to Information and Call In

- 7.4.1 The report is not subject to Call In.

7.5 Risk Management

- 7.5 Council events operate in a competitive market, and any proposals going forward will be carefully considered for risks and implications.

8 Conclusion

- 8.1 For the council to continue to deliver a diverse and world-class events portfolio in a competitive market, and maintain and increase its income the service must consider changing its current approach to marketing.

9 Recommendations

- 9.1 Better networking and coordination across existing resources will create a better co-coordinated approach, thereby improving marketing efficiency and effectiveness to increase income.
- 9.2 Additional investment in key areas such as potential lost income in the city centre box office, cross-marketing and promotion and potential for income through weddings and other celebratory events will be examined further and business cases worked up as appropriate.

9.3 All developments will align with the work on the development of a cultural strategy for events as part of our ambition to become European Capital of Culture 2023.

10 Background documents

10.1 None.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 14 April 2015

Subject: Recommendation Tracking

| | | |
|--|------------------------------|--|
| Are specific electoral Wards affected? If relevant, name(s) of Ward(s): | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Is the decision eligible for Call-In? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

Summary of main issues

1. Each Scrutiny Board receives regular reports on any recommendations from previous inquiries which have not yet been completed.
2. This allows the board to monitor progress and identify completed recommendations; those progressing to plan; and those where there is either an obstacle or progress is not adequate. The board will then be able to take further action as appropriate.
3. A standard set of criteria has been produced, to enable the board to assess progress. These are presented in the form of a flow chart at Appendix 1. The questions should help to decide whether a recommendation has been completed, and if not whether further action is required.
4. Attached as Appendix 2 is a progress report on the one remaining outstanding recommendation from the board's inquiry report on the engagement of young people in cultural, sporting and recreational activities.
5. To assist board members, the Principal Scrutiny Adviser has proposed a draft status for the recommendation, taking account of the progress reported and the criteria set out in Appendix 1. The board is asked to confirm whether this assessment is appropriate, or to change it if this is not the case.
6. In deciding whether to undertake any further work, members will need to consider the balance of the board's work programme.

Next Steps

7. Further recommendation tracking reports will be scheduled as required, enabling the board to judge progress against outstanding recommendations.

Recommendation

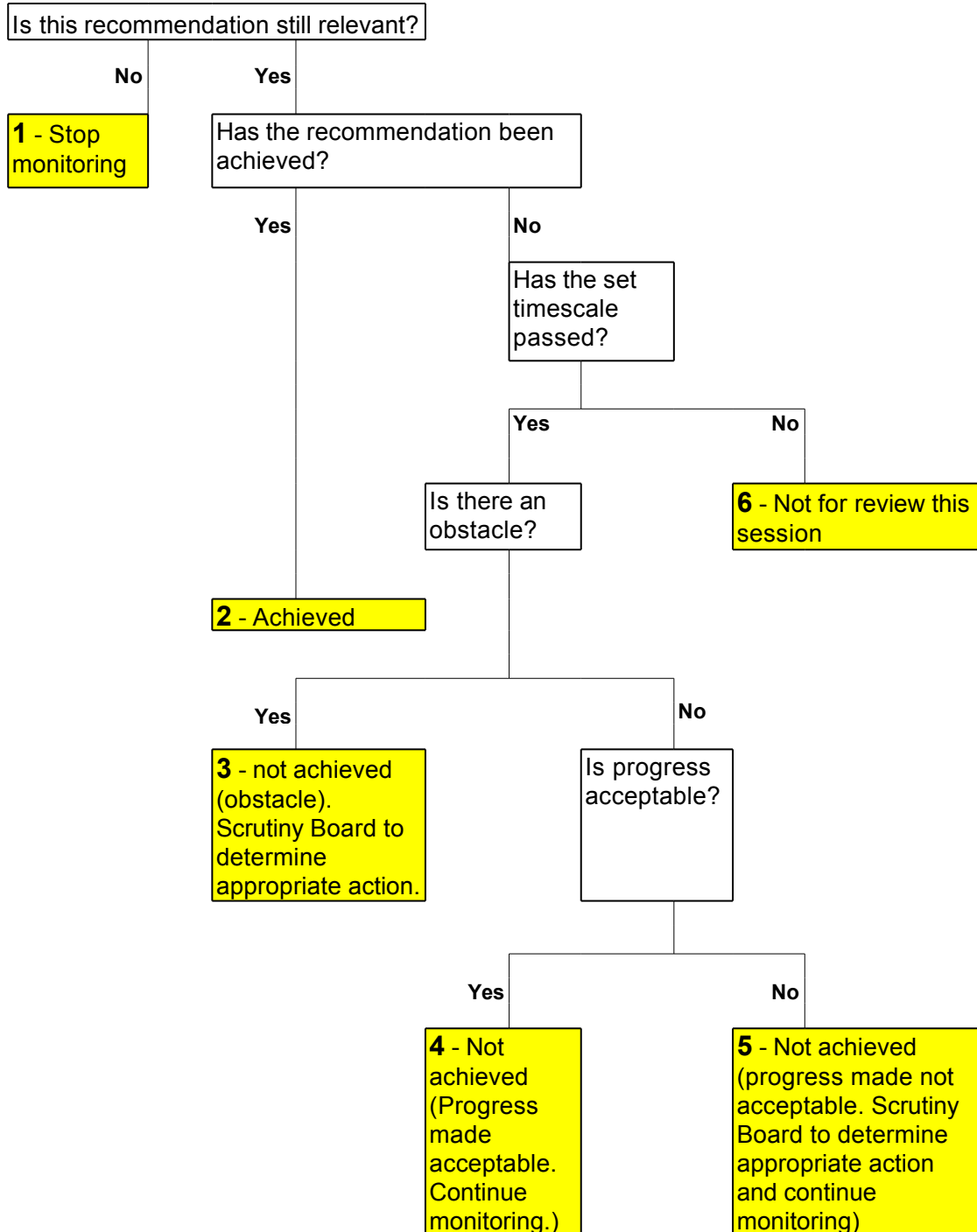
8. Members are asked to agree the status of the outstanding recommendation from the scrutiny inquiry on the engagement of young people in cultural, sporting and recreational activities.

Background documents¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Recommendation tracking flowchart and classifications:
Questions to be Considered by Scrutiny Boards



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Engagement of young people in cultural, sporting and recreational activities

Report published April 2012

Last update November 2014

| | Recommendation | Stage | Complete |
|--|--|--|----------|
| 3 | <p>That the Director of city Development and the Director of Children’s Services implement a system of accurate data collection and management which will identify the engagement and take up of Breeze programmes by young people and enable service provision to be targeted. Progress to be reported back to the Scrutiny Board in February 2013.</p> | | |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 23</p> | <p><u>April 2015 update</u></p> <p>Breezecard We have mapped the population of young people under 19 with Breeze cards by ward and this shows the average number of Breeze card holders across the city is 80% of the population within that age range. Analysis of the age range of Breeze card holders shows that the numbers peak at 10 years and 16 years with the lowest numbers being the under 5’s. We have found that one of the most successful ways of boosting the membership is by holding Mini Breeze and Breeze on Tour events in an area but in 2014 we also worked with Council Members in Burmantofts and Richmond Hill (one of the wards with the lowest number of Breeze Card holders against under 19 population) to raise awareness of the Breeze Card, Breeze web site and the Breeze activity programme by visiting schools prior to the summer holiday break. We propose to conduct a similar exercise targeting schools in Gipton & Harehills in 2015.</p> <p>Technical developments Improvements in 4GWays coverage should enable us to access the live XN data base whilst out in the field. In 2015 we hope to trial a direct link into the XN system from the field which will mean we can check live memberships and ensure cleaner data and reduce the amount of additional data entry we require. The Breeze Culture Network is also currently being rebuilt in-house by Leeds City Council and ways to make it more user friendly for event monitoring have been addressed. This will be going live in May 2015.</p> <p>Youth Activity Fund Monitoring for the Youth Activity Fund has been through a dual approach of reports to Area Management and by Breeze Card and Breeze Culture Network. We are working with colleagues in Citizens and Communities to streamline this process, and we hope with their support, to improve the quality of the monitoring data collected through these funding streams; giving a clearer picture of access to resources and so inform future planning.</p> | <p>2 (achieved) or 4 Not achieved (Progress made acceptable. Continue monitoring.)</p> | |

Director's Response (Received July 2012)

As part of the work on the cards outlined in Recommendation 2, the data collection the system offers is being rationalised and agreed between the two directorates. City Development is also developing economic and social impact information as part of its grant schemes. This will include a wide range of activity for young people and so is relevant to both directorates who are working together to develop robust measures for the Children's Services Indicator 'having fun growing up' and the City Development Indicator 'engaging more people in cultural activity'. While progress could be reported in February, it is recommended to delay until April/May when a further report could be provided including data for activities for the whole of the 2012/13 financial year.

April 2013 update

A system is being trailed this summer in a range of venues. It will collect data that will enable elected members and event organisers to measure take up of their activity by young people. It will show numbers, age range, gender and map where young people have come from to attend the event. It will only use de personalised data so no individual can be identified. The system will test a variety of collection devices in different type of venues from non-council run, indoor council venues and outdoor venues to identify which are the most robust and reliable technical approaches.

To be tested and refined over summer 2013

October 2013 update

The ambition to collect data beyond Council delivered activities poses some data protection issues as well as financial considerations. In order to identify the cheapest, most robust system that is both secure in terms of data and user friendly for organisations that are under resourced in staffing, we have piloted 3 approaches over the summer which are currently being reviewed.

Breeze on Tour and Breeze events - Hand held swipes were used – through these we were able to collect card numbers and down load them on onto the system. The swipes were backed up by data collected on computers. This system seems at first analysis to be both robust and safe in terms of data protection. We can confirm that 20,013 under 19's attended the 6 Breeze on Tour events a 8 Mini Breeze events.

The Inner South Wellbeing Pilot – Individual organisations that have been successful at securing Wellbeing funds were asked to upload attendance data onto a web based system via the Breeze Culture Network. This data has yet to be analysed.

The Breeze Youth Activities Fund - Spread sheets have been circulated to all organisations who have been granted Activity Funding. The spread sheets will now be collated to give a picture of attendance at the activities funded.

We will report back to Scrutiny both on the data collected and the success of the method.

March 2014 update

Three different Breeze Card monitoring pilots were conducted in 2013 with learning taken from each so that the best process could be identified. Two of the three processes trailed have been found to suit the different settings where data are collected.

Breeze on Tour and Breeze events – the new scanners trailed were a very safe and effective way of collecting data from such a large audience, issues around data matching arose from the switch to the XN system, these snags in the new system effect all methods of data collection. The Breeze Team along with City Development BRM are looking at ways to resolve these issues and so enhance the quality of future data capture.

The Inner South Wellbeing Pilot – this is continuing until the end of this financial year, and feedback and lessons learnt from this pilot will shape the development of the monitoring system on the Breeze Culture Network. Early learning indicates that this is the most safe and cost effective method for external partners to collect and report on participants data.

This method will be the one that is used to collect data from statutory and voluntary sector organisations accessing the Youth Activities Fund in future. Some development of the Breeze Culture Network is required to enable the system to be as user friendly as possible, this work is being scoped and will be implemented soon. A programme of training is also to be rolled out to funders and those successful at securing funding.

November 2014 update

Breeze On Tour and Breeze events

As reported in March the new scanners are a safe and effective way of collecting data from large audiences. Issues that had arisen from the switch to XN have been largely addressed. Unmatched data has dropped from a possible 30% to 12% and The Breeze Team, The Sport membership Services Team and City Development BRM continue to work to streamline the system.

Youth Activities Fund Monitoring

Feedback and lessons learnt from the Inner South Wellbeing Pilot was scoped, the requisite work identified and this has reached the testing stage prior to going live. This work will inform the move of the Breeze website and Breeze Culture Network (BCN) in house to the Leeds.gov site.

A programme of training on the Breeze Culture Network online monitoring was rolled out to area officers. However the training sessions offered to organisations in receipt of YAF funding had a mixed take up. The Breeze and Youth Offer Teams continue to offer intensive support to organisations in receipt of funding and this has resulted in an improvement in the numbers of organisations submitting online monitoring, but we do anticipate that monitoring of activities for 2014-15 will have to be a combination of on line and paper returns. A more rigorous application of the requirement to submit online monitoring in order to release funding would result in fuller reporting in localities, give a city wide picture of young people's engagement in activities and would also reduce officer time spent in collating area reports. We will continue to support area officers to enable this to take place.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 14 April 2015

Subject: Arts@Leeds Scheme

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| Are specific electoral Wards affected? If relevant, name(s) of Ward(s): | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Is the decision eligible for Call-In? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

Summary of main issues

1. Following a request made at the Scrutiny Board in January, a working group was convened to carry out pre-decision scrutiny in relation to the Arts@Leeds Scheme.
2. The working group met in February to consider the scheme and the provisional allocation of grants to arts organisations for the next three year scheme period. The working group put forward a number of recommendations, which were endorsed by the full Board following email correspondence. A copy of the Board's report is attached as Appendix 1.
3. A delegated decision was published in March. Prior to the publication of the delegated decision, the directorate provided the following response to the Board's recommendations to the Chair:

Recommendation 1: That the benefits that organisations bring to the city need to be more clearly articulated in the key performance indicators for organisations receiving over £100k.

The service is happy to accept this recommendation.

It will be actioned by the Key Account Managers (KAM) for each funded organisation. These indicators will be collected via the monitoring forms received from each organisation. Information will be stored and available for examination on a yearly basis. The KAM will also attend board meetings of the organisations to oversee progress. In addition, the Arts Development Team will collate and publish an annual

report which will pull together all the fact and figures contained within each organisation's monitoring returns in May. It can highlight key facts and demonstrate the benefits of the funding to the various communities and how it delivers on the city's key cultural objectives. The document would be available for Members to access and consult.

Recommendation 2: That the number of opportunities provided, in relation to the criteria of spotting and nurturing talent, is added to the key performance indicators for monitoring of grants.

The service is happy to accept this recommendation.

It will be actioned by the Key Account Managers for each funded organisation. The indicators will be collected via the monitoring forms received from each organisation. Information will be stored and available for examination on a yearly basis. As part of the Arts Development team's core work they will also work alongside the arts@leeds funded organisations to promote and develop the opportunities of spotting and nurturing talent. This objective will form part of the Arts and Venues Service plan

Recommendation 3: That the Tetley is challenged to increase the level of affordable local community engagement activity.

The service is happy to accept this recommendation (and extend it to other organisations as required). The Key account manager for The Tetley will discuss the development of the learning and participatory programme and report back to the committee on the enhanced programme of activity.

Recommendation 4: That the proposed allocations to both the Reggae Concert and West Indian Carnival are reviewed.

The allocations to the Reggae Concert and West Indian Carnival have been reviewed (including the proposed 5% reduction in 2016/17).

In completing the review it was recognised that the scale of the two grants combined do make it one of the five largest arts@leeds recipients and that with the closure of Party in the Park and Opera in the Park it becomes the largest funded festival in the City. However, unlike the other organisations funded to this level (Opera North, West Yorkshire Playhouse etc), both organisations are voluntary, have limited capacity to raise funds, receive no ticket income, do not benefit from tax relief, and have very limited secondary spend options. Consideration was also given to the funding history of both organisations where they have historically sat outside of the arts@leeds scheme and therefore received reduced support in terms of business planning and development in recent years. The overall impact of the event both to local communities but also to the cultural profile of the city was considered, as were the development proposals within the applications from both organisations for the next three years. We noted that it was the only large award to organisations outside the city centre.

It was also noted that the activities of the two organisations are conflated in the view of residents and visitors as 'Carnival weekend', bring very significant levels of economic benefit direct to a local community and are part of the unique cultural

profile of the city. Significantly, it was further noted that two thirds of the organisations' funding allocation is spent directly by Environment and Housing Directorate on the organisations behalf, in order to provide the infrastructure and health and safety for the event/s.

Within this context, the recommendation of the review was to maintain the original funding recommendation (including the proposed 5% reduction in 2016/17) . However, in responding to the questions raised through Scrutiny, officers within Culture and Sport will now establish a review group with staff from Environment and Housing to identify ways in which this element of this spend can be reduced, how the organisations can be supported to develop alternative income streams and become less reliant on council support. We would of course be happy to report back on progress at an appropriate point to be agreed with the Board. Additionally, the Head of Service (Matthew Sims) will now act personally as the Key Account Manager for both organisations and will continue to support the organisations to develop a sustainable future with a view to reducing Council support overall.

Recommendation

4. Members are asked to consider the responses provided and determine whether any further monitoring by scrutiny is required.

Background documents¹

None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Scrutiny Board (Sustainable Economy and Culture)

Scrutiny Working Group – Arts@Leeds Scheme – 4 February 2015

Report of Scrutiny Board to Chief Officer Culture and Sport

Background

The Sustainable Economy and Culture Scrutiny Board agreed at its January meeting to carry out pre-decision scrutiny on the allocation for the next 3 year Arts@Leeds grants 2015-18. The decision is due to be taken by the Chief Officer Culture and Sport following approval of the 2015/16 Council budget.

On 4 February, a scrutiny working group met with the Executive Member and officers to carry out pre-decision scrutiny on the proposals.¹

The Scrutiny Board asks the decision-maker to take the following issues into account when finalising the decision on the award of grants under the Arts@Leeds scheme 2015-18.

Conclusions and recommendations

The working group noted the process that had been followed in establishing and publicising the scheme; supporting organisations to apply; and assessing applications in order to come to the indicative allocations that were presented at the meeting.

It was also noted that the reduction in total funding available for 2015/16 was now proposed to be 18.7% as against the 10% originally set out in the July 2014 Executive Board report. This saves around £0.5M per year. A further 5% reduction was proposed for 2016/17.

The working group also noted the three separate stages of the assessment process, aimed at ensuring an overall balance of funding, and how this aligned with best practice elsewhere.²

Members also noted the monitoring carried out by officers to ensure organisations are sustainable, including through observer status on the Board of organisations receiving larger grants.

¹ The papers considered by the working group included indicative allocations. These were designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within the documents relates to the business affairs of the organisations concerned and is not yet finalised. It was therefore determined that in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

² The Executive Member reported that she had taken no part in any discussion in relation to the proposed grant to the Leeds Grand Theatre & Opera House Trust Ltd due to her position on the Board.

Members noted that last year Opera North spent £728k on its education programme, mainly within Leeds. Members felt that this type of information should be publicised more widely as it put a different context on the £550k grant from the council.

Recommendation

That the benefits that organisations bring to the city need to be more clearly articulated in the key performance indicators for organisations receiving over £100k.

Recommendation

That the number of opportunities provided, in relation to the criteria of spotting and nurturing talent, is added to the key performance indicators for monitoring of grants.

Members discussed the explicit link between Arts Council funding and local authority funding, particularly in relation to the largest grants. It was reported that the Arts Council grants to Northern Ballet, Opera North and West Yorkshire Playhouse announced last year covered the same three year period and were predicated on the level of local authority support remaining at the same level. It was felt that it was unlikely that Arts Council funding would be removed given the national picture. The Arts Council had been consistently informed by the council that it could not protect funding levels, although the organisations concerned may have to re-submit their business plans to reflect the revised council funding allocations.

Members discussed the ongoing development of the Tetley as a venue in the south bank area of the city. Although it was noted that there were links with the college for arts students, Members expressed a desire to see more affordable local community engagement activities on offer there, as against corporate and private events, in light of the proposed council grant.

Recommendation

That the Tetley is challenged to increase the level of affordable local community engagement activity.

The working group discussed the West Indian Carnival and the associated Reggae Concert. The working group shared the Executive Member and officers' disappointment that there had not been enough time to bring the two organisations more closely together so that they could present a joint application for grant, but felt that it was not enough to propose to address this through future work with both organisations, and the observer status at the organisations' Board meetings that the proposed new grant arrangements would bring.

Members also felt that there was significant opportunity to raise additional (potentially all) funding locally given the amount of additional revenue generated locally by the events. Some concern was also expressed about the infrastructure costs associated with the events through Parks and Countryside, and how these could be reduced. Members were particularly aware of the significant level of these proposed grants compared to the most of the others in the total scheme.

Whilst they recognised and supported the importance of the Carnival to the local community and for the city's wider reputation, the working group were unable to support the proposed total allocation of £249,000 to the Reggae Concert and West Indian Carnival.

Recommendation

That the proposed allocations to the Reggae Concert and West Indian Carnival are reviewed.

The working group also gave consideration to the applications that it was not proposed to fund and the alternative support and signposting that would be offered to these organisations. In particular Members considered and acknowledged the specific reasons for turning down the applications from the West Indian Centre and the Leeds Irish Festival, and the support for organisations representing these cultures within other aspects of the scheme.

The working group noted that the St Patrick's Day Parade and Pride would be included within the city centre events programme.

General comments and observations

During the course of the discussion, there were a number of additional issues raised:

- Recognition of the amount of work carried out by officers working with the arts organisations to develop the proposals to this stage.
- That arts organisations value the three year indicative grant allocation, even though it is subject to budget decisions, as it helps them in their business planning, as well as saving time for both parties in the application and assessment process.
- The scale of the cuts in Leeds compared to some other authorities.
- Members stressed the importance of organisations seeking other funding sources where possible, and becoming sustainable in their own right where appropriate. It was noted that this was not possible for some organisations and for others would mean a radical change in their offer.
- Members noted that changes in the tax rules for touring companies would bring a financial benefit to Opera North, Northern Ballet and West Yorkshire Playhouse.
- The potential for regional funding, which was felt to be limited.
- The importance of the arts organisations in attracting inward investment to the city
- The potential positive impact of the Business Improvement District (BID) for arts organisations in the city centre area.
- Concern about the capacity of smaller organisations to apply for grants, and confirmation of the support available to assist them.
- Positive support for the Grand Futures scheme set up by 12 arts organisations across Leeds, which has already created 8 apprenticeships and 12 internships.

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