

Report of Director of City Development

Report to Executive Board

Date: 14th February 2014

Subject: Rugby World Cup 2015

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): All	<input checked="" type="checkbox"/> Yes	<input 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 checked="" type="checkbox"/> Yes	<input 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 Best Council Plan 2013-2017 sets a best Council objective of promoting sustainable and inclusive economic growth – improving the economic wellbeing of local people and businesses with a focus on boosting the local economy and getting more people active. This is supported by priorities for Leeds to be the most active big city in England. The Business Plan outlines the major sporting events the city will host in achieving these objectives and an identified success measure is the production of delivery plans for major events the city will host.
2. In 2012 Leeds was a base for Olympic teams and hosted the Torch Relay, hosted the Rugby League World Cup and BBC Sports Personality of the Year in 2013 and will this year host the world's largest annual sporting event when it hosts the Grand Depart of the Tour De France. There is genuine momentum gathering within the city and each major event held is seeing new city wide partnerships being formed and existing partnerships strengthened across diverse sectors.
3. Following a competitive process, Leeds has been selected, along with 10 other locations, to be a host city for the 2015 Rugby World Cup and two matches will be held at Elland Road Stadium. The tournament is one of the biggest and most high profile sporting events in the world and it is estimated that the tournament will have a global television audience of 3.2 billion, matches will be attended by 2.9 million spectators and approximately 400,000 international spectators will visit England during the tournament.

4. Leeds is the only location in Yorkshire to gain host city rights and being a host city provides a major opportunity to achieve Business Plan and city priorities due to the potential to generate major economic impact; get more people active and engaged in cultural and sporting activity and to raise the city's profile. The hosting of the tournament in the city provides a particular opportunity to build on the successes of hosting the Tour De France.
5. Further to discussions with tournament organisers, there is now clarity on what is required of Host Cities and the role of the Council as local host authority. This report provides Executive Board with further details on the city's host city status and the role of the Council in supporting the delivery of the tournament. As the host local authority, the Council is required to, on behalf of the city, enter into a host city agreement and is required to formulate delivery plans for agreement with tournament organisers. Plans are required across the following areas:
 - § Marketing, Tourism and Business.
 - § Getting People Active, School Engagement and Volunteering.
 - § Fanzone and festival of activities.
 - § Logistics and bases for teams.
6. This report seeks Executive Board approval to develop delivery plans with city partners for submission to England Rugby 2015. It is proposed that the plans will be based on objectives that seek to:
 - Strengthen existing partnerships and build upon the city's hosting of the Tour De France Grand Depart.
 - Maximise the economic impacts for the city and businesses.
 - Encourage people of all ages, levels of ability and backgrounds to participate in sport and healthy activity, especially Rugby Union.
 - Provide a world class welcome for visitors and teams to RWC2015 activities and games.
 - Deliver a high quality and inclusive programme of associated events that celebrates the diversity of Leeds, its cultural offer and child friendly status.
 - Exploit opportunities to develop the city's child friendly ambitions.

Recommendations

Executive Board is asked to:

- i) Note that Leeds has been successful in becoming a host city for the Rugby World Cup 2015, the potential benefits hosting the tournament will bring to the city and the requirements of the Council as a host local authority.
- ii) Agree that the Chief Culture and Sport Officer develops delivery plans for the city's hosting of the Rugby World Cup 2015 and submit proposals, with the concurrence of the Executive Member for Leisure and Skills, to England Rugby 2015 by January 2015.

1 Purpose of this report

- 1.1 This report provides Executive Board with an update on the city's host status for the 2015 Rugby World Cup, and seeks approval to develop delivery plans that will maximise the benefits for the city.

2 Background information

- 2.1 England has been selected to be the host country for the 2015 Rugby World Cup (RWC 2015). The tournament is the most prestigious and high profile tournament in professional Rugby Union and will see 20 international teams participate in the tournament between September and November 2015.
- 2.2 Tournament organiser, England Rugby 2015 (ER2015), has estimated that the tournament will have a global television audience of 3.2 billion; matches will be attended by 2.9 million spectators and approximately 400,000 international spectators will visit England during the tournament.
- 2.3 ER2015 undertook a competitive process to select host cities who would host games during the tournament. The Council, with support of city partners and potential host venues, submitted a bid to become a host city. This was overseen the by the Chief Libraries, Arts and Heritage Officer, with the concurrence of the Executive Member for Leisure and Skills. At the point the bid was made, it was outlined that, should Leeds become successful, a report would be provided to Executive Board setting out what would be required of Host Cities and to seek approval to progress plans for Leeds' host city status.
- 2.4 In September 2013, ER2015 announced that Leeds was successful in gaining host city rights and will host two games:
- § Italy vs Canada on Saturday 26th September at Elland Road.
 - § Scotland vs Uruguay or United States of America on Sunday 27th September at Elland Road.
- 2.5 Leeds is the only location in Yorkshire to have host city rights for RWC2015 and is one of only three Northern locations to have acquired rights to host games. Further to discussions with ER2015, there is now clarity on what is required of Host Cities and the role of the Council as local host authority.

3 Main issues

3.1 Unlocking the benefits

- 3.1.1 In 2012 Leeds hosted Olympic teams and the torch relay, the Rugby League World Cup and BBC Sports Personality of the Year in 2013 and will this year host the world's largest annual sporting event when it hosts the Grand Depart of the Tour De France. In being selected as a host city for RWC2015 to add to the recent successes, the city is further establishing itself as a leading destination for hosting global sporting events.

- 3.1.2 There is genuine momentum gathering within the city and each major event held is seeing new city wide partnerships being formed and existing partnerships strengthened across diverse sectors. The hosting of the tournament in the city provides a particular opportunity to build on the successes of the Tour De France and will provide a further economic boost to the city and opportunities to engage more citizens in culture, sport and active lifestyles.
- 3.1.3 In agreeing to be a host city, the Council, working with city partners, is required to deliver activities to support the plans of ER2015. Delivery plans will therefore need to be developed to maximise the city wide benefits and to ensure that the city meets the requirements as a host city. The delivery plans needs to consider the following areas, which are considered in turn below:
- § Marketing, Tourism and Business.
 - § Getting People Active, School Engagement and Volunteering.
 - § Fanzone and festival of activities.
 - § Logistics and bases for teams.

3.2 Marketing, Tourism and Business

- 3.2.1 With the major television audiences and 400,000 additional visitors to the country, there is a major opportunity to maximise economic benefits for the city. It is intended to seek to generate substantial benefits for the city's hotels, visitor attractions and associated leisure businesses.
- 3.2.2 Leeds and Partners have held preliminary discussions with Visit England and ER 2015 and it is intended that Leeds and Partners, the Council and businesses develop a strategy to maximise the economic benefits to the city: in particular to support the visitor economy.
- 3.2.3 Key to this activity will be engagement with hoteliers, as significant demand is anticipated on bed spaces over the weekend of the 26th September when fans from four different nations will be staying in the city and up to 80,000 spectators attending matches. It is the intention to engage with Leeds Bradford International Airport and transport providers to explore where existing or additional transport packages can be utilised to help attract more visitors to the city throughout the tournament and make the city a base for fans, visiting journalists and sponsors.
- 3.2.4 This will be supported by a marketing and PR campaign that will aim to encourage spectators from the city, region, nation and international destinations to attend matches in Leeds and activities in the city.
- 3.2.5 With Italy, Canada, Scotland and potentially United States of America playing in the city, there is potential to build relationships with investors from these countries with view of attracting investment. If USA do play in Leeds, it is proposed to develop a plan and activities that seek to utilise the city's hosting of the nation to support ongoing inward investment efforts and build on relationships with American investors.

3.2.6 Any marketing activity needs to be agreed with ER2015. The Council's marketing is required to support ER2015 activity, and it is proposed that this will focus in particular on the civic pride of the city's host city status and cultural and sporting activities taking place in the city. This can build upon interest in Rugby Union and encourage greater participation and involvement in Rugby Union. As with the host city status for the Rugby League World Cup and Tour De France, it is proposed that will include use of city dressing and outdoor advertising to promote the city's involvement and tailored communications for different audiences, such as families and in support of the city's Child Friendly City objectives.

3.3 Getting People Active, School Engagement and Volunteering

3.3.1 The Rugby Football Union (RFU) is developing a national 'legacy' strategy for 2015. This will include plans and activities that seek to get more people playing Rugby Union and engaging communities in Rugby Union in new and different ways. This will include resources for schools to encourage young people to engage in Rugby Union, whether through the curriculum or active lifestyles. The development of a local legacy plan was a key part of the original host city bid and plans will develop over the coming months to develop the game of Rugby and to deliver a Cultural wrap around offer throughout 2015.

3.3.2 Detailing this further over the coming months, working with the RFU, it is proposed that officers will facilitate activity with Leeds Rugby Foundation, the universities, colleges, representatives from community clubs and schools to formulate a programme of activities that encourage communities to get involved in Rugby Union. The Sports Leeds Board would be consulted on the plan and it is proposed to have a programme agreed by September 2014, linking into the Active School Project and promoting the Child Friendly City message, so that schools can utilise resources and be involved from an early stage.

3.3.3 ER2015 will be directly recruiting and managing 6,000 volunteers to support the delivery of the tournament. This will include opportunities in areas such as accreditation, accommodation, press, match day management, greeting fans and transport. ER2015 will commence recruitment of volunteers later in 2014, and will be hosting high profile volunteer selection events at Leeds Metropolitan University.

3.3.4 The Council is required to submit a volunteer plan to ER2015 and the Council proposes to support the promotion of this and encourage existing volunteer networks to participate in the RWC2015. It is proposed that an objective of this is to further develop the city's capacity to provide high quality volunteers for major tournaments.

3.4 Fanzone and festival of activities

3.4.1 Each host city is required to host an outdoor fanzone in the city which will show England games and other key tournament matches. The fanzones will also provide other entertainment as agreed between the host city and ER2015 (such as participation based activities and local entertainment) as well as food and beverage provisions under a controlled basis.

- 3.4.2 The management and delivery of the fanzone is the responsibility of the Council and will be part of the strategy of 'wrap around' cultural activities for communities and fans. The Council is required to submit a fanzone plan to ER2015, setting out the fan zone locations and management of them.
- 3.4.3 Preliminary thoughts are that Millennium Square will be utilised as a fanzone for some games, and fanzones will be branded and reserved as a fanzone over a period of time. Assessments are ongoing to establish the most feasible and manageable solution for the city and how a safe and high quality provision can be delivered that ensures the delivery of a child and family friendly offer.
- 3.4.4 Executive Board is advised that there will be an England game on the evening of the Saturday 26th September, following the first game held at Elland Road that day, and ahead of the second Leeds game the following day. The fanzone is likely to generate substantial interest at this time with up to 80,000 spectators in the city and a management plan will be developed with City Centre Management and partners to ensure this is effectively managed.
- 3.4.5 Alongside the fanzone, each host city is permitted to host a 'festival' of activities and develop a programme of wrap around cultural events. This provides an opportunity to utilise the RWC2015 to promote city events, or to commission and host cultural events in support of the host city status. In particular, the festival will be an opportunity to engage with community, arts and cultural organisations; bring the event to life in new and imaginative ways, and attract visitors to the city to its cultural events and activities.
- 3.4.6 It is proposed to start to engage with organisations across the city to establish how they could become involved in delivering a festival and how the city hopes to deliver a festival. It is proposed that a draft programme of activities will be drawn up ahead of implementation in 2015.

3.5 Logistics and bases for teams

- 3.5.1 As part of the delivery plans, each host is required to submit, alongside the host stadium, a transport management plan which will set out how traffic will be managed and the car parking arrangements that will be available. This will be facilitated by officers from the Highways and Transportation and will utilise expertise of the hosting of major events in the city and Elland Road. This will be accompanied by an operational plan that will set out logistical matters such as transportation of teams, security and commercial rights protection.
- 3.5.2 Venues in the city are currently in the bidding process to provide accommodation and training facilities for teams. It will not be known until later in 2014 whether the city will be a base for teams. Hoteliers, the three universities and the Council have collaborated in compiling a competitive bid to host teams in a range of venues across the city. Should venues be successful, there will be periods of exclusivity required by ER2015, and logistical plans will need to be developed with partners for the effective management of teams as well as to develop plans and activities to welcome teams to the city.

3.6 Next Steps

- 3.6.1 The Council is required to submit to ER2015 delivery plans for agreement based upon the themes set out above, with view of agreeing final versions by 2015 ahead of implementation. A City Steering Group has been established comprising of the universities, Leeds Rugby, Leeds United and colleagues from the Council and will start to develop plans in greater detail. The plans will be jointly owned and delivered by organisations across the city with the Council facilitating RWC2015 activity.
- 3.6.2 Subject to Executive Board approval, it is proposed that the Council, in consultation, with city partners, elected members and the public to produce more definitive plans for the city's host city status that seek to:
- Strengthen existing partnerships and build upon the city's hosting of the Tour De France Grand Depart.
 - Maximise the economic impacts for the city and businesses.
 - Encourage people of all ages, levels of ability and backgrounds to participate in sport and healthy activity, especially Rugby Union.
 - Provide a world class welcome for visitors and teams to RWC2015 activities and games.
 - Delivers a high quality and inclusive programme of associated events that celebrates the diversity of Leeds, its cultural offer and child friendly status.
 - Exploit opportunities to develop the city's child friendly ambitions.
- 3.6.3 It is the intention to have plans finalised by September 2014, after which there will be focus on preparing for implementation of activity in the lead up to the tournament.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The Executive Member for Leisure and Skills has been consulted on the contents of this report and is supportive of the proposed direction of travel. In bidding to be a host city, there was consultation with professional and community sporting clubs, universities and hoteliers who supported Leeds' submission to be a host city. More detailed consultation will commence with the public, elected members and city partners further to this report as more detailed delivery plans are developed.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 An equality screening (attached as an appendix) has taken place on the recommendations set out in this report. This has highlighted that the hosting of RWC2015 provides an opportunity to have a positive impact on equality and diversity, cohesion and integration. In particular, there are opportunities to encourage people of all backgrounds to participate in sporting activity and use the

city's hosting to celebrate the diversity of the city to wider audience. There are also opportunities by encouraging participation in healthy activity to tackle health inequalities.

4.2.2 There is an opportunity to deliver activities and programmes through the city's hosting of the tournament that encourage more people to participate in disability sport and, in particular, disability rugby. There will be a focussed effort on inclusion and increasing participation numbers in this area when developing the programme of activities.

4.2.3 As a consequence, the proposed objectives that are proposed to form the basis of the delivery plans that will be developed make specific reference to diversity considerations. This includes 'encouraging people of all ages, levels of ability and backgrounds to participate in sport and healthy activity, especially Rugby Union' and to deliver 'a high quality and inclusive programme of associated events that celebrates the diversity of Leeds, its cultural offer and child friendly status.'

4.2.4 It is proposed that the delivery plans, which will include more details of the programme of activities, will be subject to a full Equality and Diversity, Cohesion and Integration assessment and there will be consultation with the Equality Hubs as plans are developed to ensure that the city's plans take into account a wide range of equality considerations.

4.3 Council policies and City Priorities

4.3.1 The Best Council Plan 2013-2017 sets a best Council objective of promoting sustainable and inclusive economic growth – improving the economic wellbeing of local people and businesses with a focus on boosting the local economy and getting more people active. A success measure is the production of delivery plans for major events the city will host. Hosting the RWC2015 and producing delivery plans will support the achievement of these aims and will also support the achievement of City Priorities to:

- Support the sustainable growth of the Leeds economy.
- Get more people involved in the city's cultural opportunities.
- Raise the profile of Leeds nationally and internationally.
- Tackling Health Inequalities
- People will live longer and have healthier lives
- Make Leeds A Child Friendly City

4.4 Resources and value for money

4.4.1 The Council does not have to pay host city rights to ER2015, but as a host city is required to fund the activities it is required or intends to deliver. Based on experiences of hosting the Rugby League World Cup, it is currently estimated that funding a programme of participation activities, promotional activity, the

fanzone, and wrap around festival will cost in the region of £100-150k. The Directorate will make budgetary provision as part of its 2015/16 proposals and seek to maximise income opportunities to offset any expenditure where possible. This investment will unlock the major economic benefits of being a host city and the economic impacts of hosting the tournament will far exceed the level of investment required.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The Council will need to enter into a Host City agreement with ER2015 to formalise the city's host city status and this will commit the Council to developing plans in the areas set out above. It is a requirement for the city to submit delivery plans to ER2105 and the council will be legally committed to deliver plans once submitted and approved.

4.6 Risk Management

4.6.1 There is a risk that the city, if it does not develop co-ordinated and robust delivery plans for its host city status will not generate the benefits anticipated and this would have a detrimental impact on the city's reputation and ability to attract similar events in the future. By working with partners and progressing plans at this stage, this risk is mitigated and a project team of officers will oversee the activity to ensure that it retains momentum.

4.6.2 There is a risk that the host city status may require additional financial resources than the sums currently anticipated. This is considered to be a low risk as the bid to ER2015 that resulted in Leeds gaining host city status set parameters on the investment the Council would make to be a host city.

5 Conclusions

5.1 Hosting of major sporting events provide an opportunity to achieve Business Plan and city priorities due to the potential to generate major economic impact; get more people active and engaged in cultural and sporting activity and to raise the city's profile.

5.2 Leeds is establishing itself as a leading destination for hosting major sporting events. With the city hosting activities associated with the 2012 Olympics, the 2013 Rugby League World Cup and the Grand Depart of the Tour De France in 2014, there is a genuine momentum in the city. By being selected as a host city for the Rugby World Cup 2015 – one of the largest and highest profile sporting tournaments in the world – there is an opportunity to further build on this momentum and secure substantial benefits for the city across a number of priorities

5.3 As host local authority, the Council is required to submit delivery plans to tournament organisers and developing the plans will allow the city to maximise the benefits of being a host city and provide long lasting legacy for the city and communities.

6 Recommendations

6.1 Executive Board is asked to:

- i) Note that Leeds has been successful in becoming a host city for the Rugby World Cup 2015, the potential benefits hosting the tournament will bring to the city and the requirements of the Council as a host local authority.
- ii) Agree that the Chief Culture and Sport Officer develops delivery plans for the city's hosting of the Rugby World Cup 2015 and submits proposals, with the concurrence of the Executive Member for Leisure and Skills, to England Rugby 2015 by January 2015.

7 Background documents¹

7.1 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.