

Report of Chief Officer, Sport and Culture

Report to Scrutiny Board – City Development

Date: 18th November 2015

Subject: Inclusive, accessible and sustainable cultural provision in Leeds

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. Whilst recognising a broader definition, the scope of this report is the work of the Museums and Galleries Service, the Arts, Events and Venues Service, and the Culture and Sport Development Team. The latter incorporating Leeds Inspired, Breeze and support for the European Capital of Culture bid. These services combined operate on a net subsidy of £9.15m which is 1.75% of the Council's Net Managed Budget.
2. The Council is both a provider and an enabler (through grant) of cultural activity. It also provides the strategic lead for the city. In general the paper focusses on the services which we provide as that is where we have more direct control on the relationship between inclusivity and sustainability. The overall cultural offer in the city is of course far broader incorporating community, voluntary, subsidised, third-sector and commercial activity.
3. Culture contributes strongly to a wide range of educational, social, leisure, health and economic outcomes - often simultaneously. This means communicating overall value is not easily articulated with a simple formula. There is a large and increasing body of evidence of these impacts but nevertheless cultural activity is not something that lends itself easily to a wholly quantitative review.
4. The business model of our services incorporates income earning, cost-neutral and subsidised activity which together aim to create a diverse and accessible offer to residents and visitors.

5. Income comes predominantly from a mixture of ticket sales, grants (incoming) and sponsorship.
6. In a financial climate where all public funding is declining, it is also declining for Culture. This means we have to work harder to be efficient and flexibly and maintain or drive up income and revenue streams as well as having a continued vigilance on the cost base. The report and subsequent discussion can help to inform the council's budget setting process.
7. The report is structured to detail the work of the three service areas as per point 1 above.
8. Overall the high-level briefing outlines the current position in order to stimulate discussion as to whether we have the correct balance to deliver a sustainable service whilst encouraging the highest levels of access and participation. We very much welcome the contribution scrutiny can make to informing and steering the work and can provide more detailed analysis on any particular area or issue at future meetings should this be required.

Recommendations

9. Scrutiny Board members are invited to:
 - 9.1 Comment on the work of the Culture Services
 - 9.2 Comment on the balance between income-earning and accessible activity

1 Purpose of this report

- 1.1 The purpose of this report is to brief Scrutiny Board on the balance between ensuring the Cultural activity is sustainable, and ensuring it is accessible and inclusive.

2 Background information

- 2.1 The **benefits of culture** are complex, incorporating educational, social, leisure, health and economic outcomes - often simultaneously. Arts Council England has commissioned independent research and some of its headline findings are as follows:

Businesses in the UK arts and culture industry generated an aggregate turnover of £12.4 billion in 2011. For every £1 of salary paid by the arts and culture industry, an additional £2.01 is generated in the wider economy through indirect and induced multiplier impacts.

In 2011, 10 million inbound visits to the UK involved engagement with the arts and culture, representing 32 per cent of all visits to the UK and 42 per cent of all inbound tourism-related expenditure.

Research has evidenced that a higher frequency of engagement with arts and culture is generally associated with a higher level of wellbeing. Engagement in structured arts and culture improves the cognitive abilities of children and young people.

Culture and sport volunteers are more likely than average to be involved and influential in their local communities. There is strong evidence that participation in the arts can contribute to community cohesion, reduce social exclusion and isolation, and/or make communities feel safer and stronger.

In Leeds the work of Opera North is an excellent example. As well as giving the city a world class opera company with all the economic benefits (and external funding) that brings, it also operates an extensive educational and outreach programme. The 'In Harmony' project began in Windmill Primary School in the Belle Isle area of South Leeds, in January 2013. Every child in the school participates in up to 3 hours musical activity per week during curriculum time and many children attend Opera North 'After School' music sessions three times a week. At Windmill Primary School, 2015 results in Key Stage 2 SATS exams, taken by 10 and 11 year olds, have increased the percentage of children attaining a Level 4 in Reading from 78% in 2014 to 98.7% in 2015. In Writing, 86.7% achieved Level 4 or above, up from 75.6%, while the results in Maths increased from 73.2% to 93.3% of children attaining Level 4 or above. The achievements at the school will of course be part of a whole-school approach to improvement. Anecdotally staff at the school have been insistent that engagement with parents and families has increased significantly.

- 2.2 Our **Museums and Galleries Service** operates nine venues mainly housed in listed or historic buildings including the City Museum, City Art Gallery, Temple

Newsam House, Lotherton Hall, Abbey House Museum, Kirkstall Abbey, Leeds Industrial Museum at Armley Mills, Thwaite Mills and the Museum Discovery Centre. We care for 1.3m cultural items which we use to inspire, educate, entertain and challenge the people of Leeds and visitors to our city. Amassed over almost 200 years these collections are recognised for their quality and significance with four of the collections Designated by the Government to be of international/national importance. A long standing (1982) partnership with the Henry Moore Foundation has seen the service develop the best collection of 20th Century British sculpture outside of the Tate

- 2.3 Council's priorities are delivered in a variety of ways including: caring for collections of national and international importance, that reflect our industrial heritage and our tradition of creativity, innovation and excellence using these collections to engage Leeds diverse communities, contributing to health and wellbeing, shared heritage, participation in civil society and constructive local identities providing opportunities for people to learn and acquire new skills, including schools and higher education, volunteering, work experience, apprenticeships, teaching and research contributing to local economic prosperity, not just through the visitor economy but as a crucial resource and inspiration for the creative industries through raising the international/national profile of Leeds as a thriving cultural city
- 2.4 The service's national status is further recognised by being one of the few services in England in receipt of Arts Council funding. At £1.59m pa, it is the largest award made in the country. It funds not only 25 staff (in addition to the 134 LCC funded FTEs) but seed funds venue improvements. In essence the Council funds the cost of caring for the collections and buildings, plus the staff to open them to the public. Arts Council funding supports any activity whether exhibitions, community, digital or learning. The loss of Arts Council funding would have a devastating impact on the service's ability to deliver the council's priorities in terms of access and engagement.
- 2.5 In terms of access and inclusion, last year the service attracted a record 1.4m visits which is an increase of over one million during the past ten years. That decade has seen a journey of investment, culture change and reinvention. In terms of access, now 97% of Leeds schools (and 25% of schools in our six neighbouring authorities) have used our education services in the last 4 years. All our sites are Accredited Museums, VAQAS assessed and hold the Sandford quality mark for their educational provision. Our web site attracts 1,641,149 page views and the *My Learning* schools resource web site (which we operate and which includes material from museums, libraries and archives across the country) now has over 400 unique learning resources attracting 929,307 unique users with over 1.1m sessions. On social media we have over 90,000 Twitter followers, 16,000+ Facebook likes, 70,823 views of the 182 films published on our YouTube channel and 40 audio files on audio boom.
- 2.6 Visitor satisfaction levels are very high with overall satisfaction rating of 4.64/5 with 97% of visitors saying they would recommend a visit to their friends and family and 91% say they are likely to visit again in the next two years. Figures vary by site but overall c 69% of our visitors come from Leeds post codes. The Art Gallery is one of the most attended regional art galleries in the UK

- 2.7 We operate a paid internship programme and operate a number of collaborative PhDs as well as an active volunteer programme contributing 10,000 hours last year. Last year our community team worked with 149 different community organisations in 224 different groups over 138 outreach sessions
- 2.8 Leeds Museums performs very well against the Core Cities in the Audit Commission's Value for Money Profiles achieving the least cost per visit of any of the reported cities and being one of only three cities with a spend per head of population that is below £10.
- 2.9 The Museums and Galleries service raises income of £2.8m, half of which is the Major Partner Museum grant from Arts Council England. The rest comes from external grants, trusts and a diverse range of income generation including admission fees, retail, catering, venue hire, image licencing, film locations, weddings, canal boat moorings, ghost nights and a picture library. Service costs are £7.08m (including staffing of £4.3m and premises of £1m) and raises income of £2.8m The service therefore has a net subsidy of £4.28m.
- 2.10 Our **Arts, Events and Venues Service** operates a range of activities with the main objective being to ensure people can both experience and engage in the development of high quality arts provision. This is done through direct delivery or funding others. It is delivered through the arts@leeds funding scheme, and through the management of, and promotions at Leeds Town Hall, The Carriageworks Theatre, Pudsey Civic Hall and outreach activity within and around the City. The Arts and Venues service is split into four distinct areas, each working symbiotically to support each other and deliver the core objectives as follows:

1. Arts Development

- 2.11 The Arts Development Team aims to engage the people of Leeds in cultural activities as participants, creators and as audiences. This is achieved by funding and year-round nurturing of Leeds arts organisations to deliver cultural activities and signposting the public to these opportunities. Programming cultural activities directly with and for the public, such as Breeze International Youth Festival and Light Night and delivering a programme of creative work within the Town Hall comprising exhibitions, events, training days and Town Hall tours.
- 2.12 The Arts@Leeds funding programme offers financial and developmental support to arts organisations working with communities in Leeds. This includes flagship organisations with national and international reputations such as Opera North, West Yorkshire Playhouse, Northern Ballet, Phoenix Dance and Yorkshire Dance, as well as well-respected smaller companies such as DAZL, East Street Arts and Pavilion. Funded organisations work across a huge variety of artforms including visual arts, theatre, music, dance, opera, festivals, literature, film, photography, radio and animation.
- In 14/15 arts@leeds funded 55 organisations who:
- 2.13 offered 18,289 sessions of participatory activity, including workshops, exhibitions, talks and demonstrations, to 95,283 residents of Leeds, with opportunities for participation happening in every ward of the city

- 2.14 attracted 1,374,881 audience members to cultural performances and events happening in Leeds, employing around 3484 freelance Leeds-based artists

The Arts Development team also contributes to major cultural events including Leeds St Patrick's Day Parade, Leeds Irish Festival, the Leeds Chinese Community Association's Chinese New Year celebration and the Jewish Performing Arts Festival, assists numerous community events such as I Love West Leeds Festival, Kirkstall Festival, Hyde Park Unity Day, Leeds Young Film and supports cultural venues including arts@trinity, Otley Courthouse, Seven, Project Space Leeds, Leeds Grand Theatre, West Yorkshire Playhouse, City Varieties and Hyde Park Picture House. The team offers seminars and workshops to assist organisations with obtaining funding.

Light Night

Leeds City Council's annual festival is aimed at showcasing local artist's work, whilst celebrating and promoting the rich diversity and heritage of the city. For just one night, the city's artists, makers and performers get together to transform our familiar streets and buildings in an evening of exhibitions, installations and events. For 2014 the event included 54 events in 16 locations.

- 2.15 In 2014 Light Night celebrated its 10th annual festival with 55 free arts events and 13 street performances on offer in 33 venues across the city centre. Art forms included installations, exhibitions, music, dance, street theatre and light projections. The Centrepiece was Theatre of Illumination on Millennium Square. 83% of audiences rated the quality of events at Light Night as 'high' or 'very high'. 85% of audiences said Light Night helped to make Leeds a better place to live. The economic impact of Light Night is estimated at £1.36 million. 50,000 people experienced and saw the city in a new light. At the time of writing the 2015 event was being evaluated.

- 2.16 Breeze International Youth Festival

This 12 day arts festival is aimed at 13-19 year olds with the aim of developing new audiences, providing young people with opportunities to take part and learn, celebrating excellence, signposting to year round activities and listening to young people's voices. This year Breeze Festival worked with 16 different project partners to deliver 15 performances and 17 different workshops during the 12 days of the festival reaching 196 project participants. Events included an Anime Day, comedy workshop and show, live dance and music, theatre in Kirkstall Abbey, an exhibition at PSL, tours of the City Varieties, art activities in the White Rose Centre, photography, storytelling and more. BIYF Live! On Briggate showcased 3 bands and 3 dance groups to an audience of 3000 during the day. BIYF Live! at the Carriageworks Theatre showcased 4 dance groups and 2 musical groups to an audience of 200. In total 210 young people performed at these 2 events from 13 different youth groups.

The total Arts Development service net managed LCC budget is c£3m of which c£2m is the arts@leeds programme. Some of this spend is used to unlock additional financial support such as Light Night which attracted support from both

the Arts Council and Business improvement District. It is evident from monitoring returns that 1,864,525 attended activity supported by the service.

2. Arts Planning

- 2.17 The Arts Planning Team is based at Leeds Town Hall and is responsible for presenting a wide range of arts and entertainment events at venues across the city. Leeds Town Hall is regularly voted the City's favourite building. It has recently undergone a step-change in activity providing a space for the people of Leeds to engage with and experience various cultural interests. In 2013/14 the building welcomed:
- | | |
|------------------------------------|--|
| 215,510 people | 98 further concerts/events |
| 6,000 school children | 1,853 weddings |
| 11 graduation ceremonies | 35 free lunchtime concerts |
| 37 gigs | 10,484 followers on Twitter |
| 3 art exhibitions | 650,000 visitors to our websites |
| 110 film screenings | attendance from across all Leeds postcodes |
| 30 world-class orchestral concerts | 1 international beer festival |
| 73 civil partnership ceremonies | |
- 2.18 Leeds International Concert Season
- 2.19 One of the key responsibilities of the Arts Planning Team is to run the Leeds International Concert Season, the UK's largest local authority music programme with over 200 concerts a year. The highlight of the Season is the International Orchestral Season at Leeds Town Hall, hosting twenty national and international world-class orchestras and soloists between October and May every year. In the 2011/12 season, average attendance across this series was 70%, bucking the trend at other renowned music venues across the UK. 57% of tickets are purchased by regular attendees who sign up to the subscription service. In addition, every year over 6000 primary school children are introduced to orchestral music via schools concerts held at Leeds Town Hall.
- 2.20 To complement the Orchestral Season, the International Chamber Season is held at The Venue, Leeds College of Music, which also hosts a residency by the Endellion String Quartet. Subscribers make up the core audience for these concerts.
- 2.21 Leeds Town Hall
- Over the last three years the Arts Planning Team has worked on developing and expanding the programme at Leeds Town Hall beyond just classical music to include a range of stand-up comedy, folk, world, jazz and educational events, making the building accessible to as wide a demographic as possible.
- 2.22 Recently Leeds Town Hall has enjoyed sell out appearances by popular names such as Jimmy Carr, Micky Flanagan, The Ukulele Orchestra of Great Britain, The

Spaghetti Western Orchestra, Sarah Millican, Kate Rusby, The Unthanks and Ladysmith Black Mambazo.

- 2.23 Outside of the city centre, music reaches out to various communities via the Leeds Best of Brass series in Morley, Yeadon and Pudsey, celebrating the Yorkshire tradition of brass banding. In addition, a unique series of sixty free lunchtime chamber and organ recitals offers the most extensive and accessible programme of free music in Britain, appealing to a diverse audience of office workers, senior citizens, the unemployed and schools. Music moves outside in the summer with around 100 free bandstand concerts across 21 of Leeds's parks, including Dartmouth Park in Morley, Horsforth Hall Park and Middleton Park.
- 2.24 The Carriageworks Theatre
- 2.25 The Arts Planning Team also manages the programming of events at the Carriageworks Theatre on Millennium Square – a 350 seat proscenium arch theatre and 65 seat studio space. This highly accessible community space showcases national and international professional touring productions, new writing, comedy and family entertainment, with the annual Christmas pantomime drawing in over 16,000 people and an average capacity of 70% over the 5 week run.
- 2.26 The Carriageworks Theatre is home to the Leeds Civic Arts Guild whose member societies provide opportunities for local communities to both participate in and experience high quality amateur productions. In addition, The Carriageworks Theatre Academy, a combined effort of the Carriageworks Theatre and Theatre Company Blah Blah Blah, gives local young people an opportunity to wholly create and perform new pieces of theatre.
- 2.27 Leeds Film
- The Leeds Film section is responsible for the delivery of two of the UK's key annual film events (Leeds International Film Festival and Leeds Young Film Festival), supporting the development of cultural film programming in the city year-round for all ages, and running the Film Academy at Leeds Town Hall, a centre for training young people in filmmaking skills.
- 2.28 Leeds International Film Festival is the UK's largest regional film event, presenting more than 250 screenings over 17 days every November at venues across the city. Around 300 films from more than 40 countries are screened during the Festival, from outstanding work by new talent to some of the biggest films of the year; the winners of the last three 'Best Film' Oscar have all had exclusive gala previews at the event. The Film Festival is also one of only 70 events in the world recognised as an official qualifying event for the Oscars. The event is funded by the British Film Institute, the EU MEDIA Fund, sponsorship, submission fees and ticket sales.
- 2.29 Leeds Young Film Festival is the UK's most interactive film event for children and young people, and a great example of the city's Child Friendly mission. Programmed in collaboration with the MediaFish team of young people, the Film Festival presents a very accessible range of screenings, workshops and special

events over 12 days during the Easter holiday period. Highlights include three filmmaking competitions, headlined by the Golden Owl Awards which celebrate the best films made by young people in the city. The event is funded by the British Film Institute, Leeds Inspired, sponsorship and ticket sales.

3. Commercial Team

The Commercial Team supports the work of Arts & Venues through business opportunities and commercial activity. Its focus is driven by income generation and business partnerships that benefit the service with a proactive, flexible and innovative approach. This team fits strongly with the 'sustainability' aspect of the question posed in this report. The core elements of the work can be defined across three key areas:

- Promote, sell and increase internal and external business hire of rooms and spaces in Leeds Town Hall and the Carriageworks Theatre
- Research, secure and sustain sponsor and partner associations that support the cultural offer across Arts & Venues
- Develop and deliver new in-house commercial events/ventures that contribute and add value to existing activity within Arts and Venues

- 2.30 The Commercial Team connects with the business community and relevant stakeholder groups across the city of Leeds and aims to build long-standing relationships that serve its core objectives. It provides and offers a wide range of dynamic and exciting opportunities for its business partners, from the unique assets available within the venues to exclusive associations with the high profile, cultural status of the events. The portfolio of hire spaces ranges from 18 meeting spaces and a modern theatre auditorium to the architectural splendour of Victoria Hall which seats up to 1200. Over the past year the team has successfully sustained a number of business relationships and attracted new business users at a time when the economic climate has been very challenging. In 2012 the team worked with 318 commercial clients and hosted 664 business events at both the Town Hall and the Carriageworks Theatre.
- 2.31 The distinct and diverse cultural offer available across Arts Events & Venues has great appeal to the business community in the city. The Commercial Team helps to broker sponsor and partner associations that range from title and brand ownership of events to in-kind support that helps to raise the profile of the activity as well as the business partner. This is a developing area of work across cultural services.
- 2.32 The team's first major event in 2012 saw the introduction of the 1st Leeds International Beer Festival at Leeds Town Hall, celebrating the best UK breweries and international beer with local food providers and live music and attracting an audience of 3,700. The vent was extended in 2014 with an independent food and drink market and more local brewery participation. In 2014 6,100 attended the event and in 2015 11,000 people attended the event.

4. Operations Team

- 2.33 The Arts & Venues Operations team is responsible for all aspects of the operation of Leeds Town Hall, The Carriageworks Theatre and Pudsey Civic Hall, ensuring the highest standards of care, satisfaction and health and safety for all users of the venue, whilst liaising closely with the Artistic Planning and Commercial teams to maximise income and artistic opportunities.
- 2.34 These three parts of the services (Arts Planning, Commercial and Operations) work closely together across the entirety of the operation and as such it is difficult to provide a straightforward analysis of associated costs of each of the areas outlined above.
- 2.35 These services account for the entire income generation of the service. It comprises not only ticket income but also event income such as the beer festival and other commercial activity, dinners, weddings and the odd Leaders Question Time on the BBC! Income generated by the service in 2014/15 was £2,458,710. Total expenditure including staffing was £3,135,280. Thus this element of the service cost £692,850.
- 2.36 The entire Arts, Events and Venues service raises income of £2.68m per year, the majority of which is ticket sales (£1.5m). Service costs are £5.65m which includes staffing of £1.49m and Arts Grants of £2.04m. Other costs include expenditure on events including the film festival and concert season. (Because it has only recently been incorporated into the service, Events/Leeds Lights budgets are recorded separately with expenditure of £1.43m and income of £0.66m in this area – see below) The service overall has a net subsidy therefore of £3.74m

Events Team & Leeds Lights

Events

The Events Team is responsible for delivering a year round programme of outdoor events and the day to day management of Millennium Square and Victoria Gardens event spaces. The events team are also responsible for advising on and facilitating the delivery of major events taking place in the city including; 2014 Tour de France Grand Depart, 2015 Rugby World Cup, 2015 & 2016 Tour de Yorkshire and the forthcoming 2016 World Triathlon series.

Current annual events core funded / subsidised by the council include; Leeds Lights Switch-On (free event for over 15,000), Ice Cube outdoor ice rink and winter attractions (over 40,000 skaters and 3,000 school children), Leeds Big Screen on Millennium Square showing a variety of national sporting and cultural events, and Jane Tomlinson Run For All 10k.

The events team also work closely with various Leeds based organisations, community groups and city stakeholders and commercial organisations to deliver other key events for the city which are cost zero / income generating including; Millennium Square Summer Series, 'Christkindelmarkt' German Christmas market (750,000 visitors), Leeds City Beach, Yorkshire Post Food & Drink Show (50,000 visitors), Leeds Half Marathon, Valentines Fair at Elland Road, St Patrick's Day Celebrations, Vaisakhi Sikh New Year, Leeds Pride plus commercial music concerts and touring productions such as the Ladyboys of Bangkok.

The total Events net managed LCC budget is £462,420 including staffing and incorporating £543,190 of generated income

Leeds Lights

The Leeds Lights team conduct a year round operation from their base in Seacroft where they design, manufacture and maintain festive motifs for both the main city centre display, including Leeds Civic Hall and Town Hall displays, as well as a paid service for numerous outer area communities, stretching over 16 miles and over 1637 motifs all across Leeds. The team is also responsible for the installation and decoration of over 90 natural and cut Christmas Trees and providing a banner erection service for the city dressing campaign.

A key feature of the service in recent years has been its strategic response to climate change and energy conservation with significant cost savings achieved through the transition to low-energy displays.

The total Leeds Lights net managed LCC budget is £305,100 including staffing and incorporating £141,360 of generated income

2.37 The **Culture and Sport Development Team** is responsible for Breeze, Leeds Inspired and the bid for 2023. It additionally provides support for other cultural activity, including major events such as the Rugby World Cup and MOBOS.

2.38 Breeze is the Council's brand for under 19's and the Breeze team works through the Breeze Culture Network with 1,001 partner organisations across the city to promote activities for young people through the Breeze web site, www.breezeleeds.org which receives on average 18,850 unique visits and 52,215 page views per month.

There are 165,851 Breeze card members which is 89.6% of the under 19's in Leeds with 26,122 (14.11%) attending events and projects delivered by the Breeze Team. Alongside universal activity, the Breeze marketing strategy is to work with Children's social care, schools, local organisations and faith groups to ensure the cultural and sporting offer reaches the most vulnerable young people in the city. Close work with Scope, Epic and the Include network has resulted in the Breeze Access guide to events and activities which supports young people with additional needs to get the most out of what is available in the city. The team raises 30% of its annual turnover through traded services and is currently working on new income generating schemes to increase that percentage.

Leeds Inspired operates an events listing and a small grants programme. It represents the enabling function of the council in terms of culture although there is also some direct delivery. During 14/15 Leeds Inspired awarded £225k of grants to 76 projects with activity taking place across 23 wards. Leeds Inspired projects have included poetry about the history of Chapeltown, plays in local community centres about Leeds United, choral concerts in shopping centres and a community banner making to celebrate the arrival of Tour De France.

Leeds Inspired projects frequently work over a range of different wards; connecting communities that might not usually meet. It also supports activities where people are connected by life experience (for example older people; people

with disabilities; young families) which contributes to the city's inclusive approach to culture both from a participation and audience perspective.

For instance, in 2014 Leeds theatre company Slung Low were commissioned by Leeds Inspired to produce an outdoor production of *The White Whale*. The show played to an audience of 3,500 people at Leeds Dock and a survey of the audience revealed that around 40% of those attending this free event had never been to the theatre before.

Leedsinspired.co.uk is powered by a community of local event organisers who upload more than 4,500 events to the website every year. The website reaches further than its own 40,000 page views per month as it now populates other events websites in the city (including Visit Leeds, Leeds Welcome, Leeds Radius and the City Dashboard) that reach new audiences.

- 2.39 The Culture and Sport Development Team raises income of £284k, mostly through Breeze. The majority of costs are staffing and Leeds inspired grants. It has a net subsidy of £1.12m

3. Main issues

- 3.1 There is no statutory duty for the council to provide cultural services. However, the background information above provides an overview of the range of cultural activities and how that they directly impact on people's lives, and council priorities. It would be true to say that not *every* activity is attractive to, or easily accessible by, *every* member of the Leeds community but this is not our ambition. Rather it is to provide a diverse programme of activity which ultimately provides 'something for everyone'. Satisfaction with cultural services is measured in part by the annual citizens survey, which records positive levels of satisfaction.
- 3.2 It is worth noting that price is by no means the only, or even the biggest, barrier to access. It is often a matter of relative choices – opera is not more expensive than football. A night out in town is often more expensive than a night out at the theatre. There are of course people who can be financially excluded from all these activities which is why free access to museums, for instance, is so important. It also contributes to our choice of major events, with Tour de Yorkshire, Tour de France and the Triathlon all free to watch from the roadside.
- 3.3 Arts Council research has suggested that the biggest positive determinant for attending arts events is having attended them as a child, with your family.
- 3.4 Austerity has led to the pressure to both increase and diversify income streams with the inherent danger that there is an over focus on income and high yielding activities, at the expense of more targeted work with minority or priority groups. There is of course a relationship between the two, with income earning events providing the money for subsidised ones.
- 3.5 In terms of events we have had to move away from those events which the council funded alone to a stronger emphasis on partnerships. We no longer operate Party in the Park, Opera in the Park or Classical Fantasia which required a subsidy together in excess of £400k. We have however maintained our support

for Light Night which has a core Council budget of only £24k and which then levers in support from elsewhere.

- 3.6 The service continues to explore innovative ways of driving up income such as reviewing pricing or developing new cultural products. The success on the Town Hall's Beer festival is a good example.
- 3.7 Efficiencies to date have been generated through a combination of significant service changes including for example staff restructures and re-rostering , facility closures, the opening of new facilities, price increases, reduction in hours on some sites, and income generating initiatives. Achieving further savings given the efficiencies already delivered remains a huge challenge.
- 3.8 There remain other income streams that, with additional capacity, the service could perhaps develop. These include commercial sponsorship, access to European funds, and enhanced marketing. All would require a potential 'invest to save' model.
- 3.9 Different operating models remain an option within the service. Again, in order to fully investigate and deliver any transformative changes and element of initial investment would be required.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The wider report directly considers issues of engagement and access to cultural activity.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 There are no specific EDCI implications arising from this report, as it provides a briefing and update to the Board.

4.3 Council policies and Best Council Plan

- 4.3.1 The services contribute to a number of Best City outcomes including most directly
- Enjoy happy , healthy, active lives
 - Enjoy greater access to green spaces, leisure and the arts

4.4 Resources and value for money

- 4.4.1 The wider report considers issues of resources and value for money in respect of cultural activity.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no specific legal implications related to this report, which presents information for discussion by the Scrutiny Board.

4.6 Risk Management

- 4.6.1 There are no specific risks related to this report, which presents information for discussion by the Scrutiny Board.
- 4.6.2 In addition to the Council's financial position, the cultural offering of the city (including our own Museums Service) is also underpinned by c£25m pa investment from the Arts Council. Autumn's Spending review has the potential for additional pressure on both fronts.

5 Conclusions

6 Recommendations

- 6.1 Scrutiny Board members are invited to:
- Comment on the work of the Culture Service
 - Comment on the balance between income-earning and accessible activity

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.