

Report of Director of City Development**Report to Executive Board****Date: 16 December 2015****Subject: European Capital of Culture 2023 - Progress Report**

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 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. Members of Executive Board gave approval at their meeting in March 2015 to the proposal from the Director of City Development that Leeds should prepare a bid to be European Capital of Culture in 2023. This followed an extensive period of city-wide consultation which was reflected in the report to that meeting.
2. In the months following the previous report to Executive Board, the most significant progress made has been the establishment of the Independent Steering Group, appointment of professional advisors, ongoing extensive research into the bidding process and analysis of the proposals from previous successful and unsuccessful cities. It remains the case that the quality of the artistic programme, the engagement and participation of everyone in the city, and the European dimension retain primacy in terms of any successful bid.
3. A successful bid, and the new cultural strategy which needs to underpin it, must not be simply limited to the cultural sector but must be directly linked to the whole development of the city over the next 15 years, particularly as we approach our 2030 'best city' target. Significant developments in particular with the city's infrastructure and economic growth have taken place since the last report to Executive Board - which not only serves to demonstrate these links but also strengthen the narrative of the Economy and Culture portfolio.

4. Members will be aware that Leeds is currently experiencing a transformational period of investment and development that is helping to grow the city and its economy. Proposals for HS2 and for Leeds to be the Yorkshire hub as the centrepiece of the north of England's rail infrastructure is outlined in a separate paper on this agenda. Leeds is following the global trend towards highly skilled jobs, with financial services and knowledge intensive business services clustering in a compact environment. Our economy is worth £18bn, is home to over 25,000 businesses, and has grown almost 40% over the last decade. Leeds is evolving.
5. Swedish company Vastint recently acquired the Carlsberg Tetley site which is currently home to The Tetley contemporary arts venue. In addition, Burberry announced the £50 million investment of a new facility in the Leeds South Bank, with a later phase looking at redevelopment of the Grade 1 listed Temple Works.
6. On the north bank of the city there is 600,000 sq ft of Grade A office development under construction and Hammerson is also developing Victoria Gate, which includes the largest John Lewis outside of London. Acknowledging the level of investment that Leeds is experiencing, it is critical that the culture of the city is fully embedded in its ongoing development and change. The proposals for the development of West Yorkshire Playhouse alongside the Hammerson development being a clear example.
7. Culture reflects, shapes and enhances the quality of life of a city and we want to ensure that the quality of life experience of Leeds is social and people-centred.
8. Executive Board also recommended that the Chief Officer for Culture and Sport works with the Lead Executive Member for Digital, and Creative Technology, Culture and Skills to establish an Independent Steering Group to advise on and oversee the overall development of the bid and establish a framework for furthering the work.
9. In addition the Chief Officer for Culture and Sport was required to work with the people of Leeds to develop a new Culture Strategy for the city covering the period 2017-2030.
10. Since that meeting Leeds has appointed a new Leader of the City Council, who chose to take Economy and Culture as her portfolio, taking on lead responsibility for the Leeds bid to become European Capital of Culture 2023 including the role as Deputy Chair of the Independent Steering Group.
11. The Independent Steering Group also includes representatives from the Conservative and Liberal Democratic parties in order to sustain cross-party support for the project, which in itself is an important consideration for the judges.
12. It is widely acknowledged that a thriving city is not possible without a thriving cultural sector. Bidding for European Capital of Culture is an enabler to the growth and development of the city as it goes forward changing and developing, experiencing population growth, new investment and new infrastructure developments.

13. For instance, we can see how instrumental the early presence of cultural organisations can be in regeneration. The Tetley gallery was a trail blazer on the vacant Carlsberg site. They have now been joined by Duke Studios, “1 of the 12 Coolest Co-working places in the world”, who have relocated to Sheaf Street. With this arrival there is the audible hum of that elusive buzz factor so important in attracting more main stream development. Outside the city centre, organisations such as Chapel FM, Otley Courthouse and the Hamara Centre are cultural organisations equally vital in shaping the health and development of their respective communities.
14. We need to ensure that culture is the centrepiece of this progression, that our journey towards being a 21st century European city is clearly shown and expressed through Leeds’ culture and heritage and in how our cultural vision for the city moves forward. We will also need to demonstrate the provision of an enhanced cultural and urban realm offer through a programme of improvements to streets, roads and public spaces.
15. In the current climate of austerity the Leeds bid remains a shared endeavour, led by the steering group but supported by stakeholders, citizens and partners in the city and the city-region.
16. It is also worth noting that an investment in culture is just that, an investment. Arts Council research shows that 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.
17. 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.
18. Future updates to Executive Board will include information on other aspects of the bid including the development of the cultural strategy, evolving European links and the continued engagement of the whole city in the bid.

Recommendations

19. Executive Board is recommended to:
 - (i) Approve the progress made over the past eight months;
 - (ii) Promote the Leeds 2023 Champions scheme to communities in local Wards;
 - (iii) Request that the Director of City Development returns with a further progress report in 2016 before submitting the city’s formal expression of interest;
 - (iv) Request that in 2016 the Director of City Development returns with a report into strategic approach to capital investment in cultural infrastructure for the medium to long term.

- (v) Note the competitive nature of the bidding process and the implications for transparency and openness.

1. Purpose of this report

- 1.1 To provide a progress report on work towards preparing a Leeds Bid for European Capital of Culture 2023.
- 1.2 This report updates members on progress over the past eight months with establishing governance structures, and the human and financial resources for making a bid. It also reflects the results of building a bank of knowledge about the process of bidding through access to research and new links with other European cities.

2. Background information

- 2.1 At a meeting of Executive Board on March 18 2015, approval was given to the proposal that Leeds will bid to be European Capital of Culture in 2023 and to the principle that, as far as possible, any such bid or future programme of activity should involve and benefit all the communities of Leeds, whilst also bringing benefit to the wider regional, national and international communities.
- 2.2 Approval was given to bid by Executive Board Members on the evidence and findings of a fourteen month city-wide public conversation, which showed very strong public support for the proposal.
- 2.3 The Chief Officer for Culture and Sport was requested to work with the Executive Member to progress the development of a bid. During this period and as a result of the May elections, responsibility for Culture and the development of the Leeds 2023 bid transferred across to the portfolio of the Council Leader.
- 2.4 The Director of City Development was requested to plan for the human and financial resources required for making a bid, as outlined within the submitted report and submit a progress report to Executive Board later in 2015.
- 2.5 In April this year the city announced that the University of Leeds was the first organisation to back the city's bid, sponsoring the bidding process with £75,000 per year for the three years 2015-2018. This support will assist the team to undertake research, develop stronger European links, buy in expertise, cultivate new partnerships in the city, develop a compelling and inspiring bid, and maintain effective engagement and communication with the people of Leeds. In addition 20 days staffing support in the first year of the bid was agreed from Leeds Beckett University. Further work is ongoing to bring in further support from a range of partners.
- 2.6 In May the team launched a city-wide recruitment process to create an Independent Steering Group and a series of Advisory Groups focusing on Artistic Programme, Fundraising, Engagement, Communications & Marketing, and European Connections. The process sought to bring a range of voices together to develop the bid, focusing on the talents, experience and

expertise of individuals. Strong focus was also placed on ensuring that the groups were not made up of 'the usual suspects'. From over 130 applicants 70 were appointed to the groups with the remaining 60 offered the opportunity to join a Bid Champions Scheme which launched formally on 4th December.

- 2.7 The inaugural meeting of the Independent Steering Group, chaired by Sharon Watson, Artistic Director of Phoenix Dance, took place at Chapel FM in East Leeds on 8th September. The meeting confirmed the Terms of Reference for the Independent Steering Group, the membership of the Advisory groups, and committed the groups to the mandate of ensuring that a Leeds bid would be for all of Leeds.
- 2.8 Since April the Bid Team has continued to consult with leading EU bid officials and previous host cities to further understand the criteria and develop stronger connections with Europe, including investigating the option of Leeds re-joining the Eurocities network which would serve to network the city into a range of European activities, not only Culture. In addition to this the team has undertaken a procurement process to appoint, Culture Creativity Place (CCP) to provide additional specialist professional support and guide the work programme of the team and the focus of the Advisory Groups.
- 2.9 In addition to the work to ensure appropriate governance and decision making structures are in place, the initial stages of research and development and the continued engagement of the public for the Leeds bid, work has started on the new Culture Strategy for Leeds 2017-2030. To start this process informal conversations have taken place with cultural and community organisations from across the city, and initial conversations with internal city council teams are also continuing to inform the early development. The new Culture Strategy, which will be developed through a broad consultative process, will provide the overarching framework for the delivery of the Leeds 2023 bid and its legacy outcomes. It will retain its relevance should we lose.
- 2.10 A separate report relating to the development of a new Culture Strategy for Leeds 2017-2030 will be brought to Executive Board in 2016.
- 2.11 Alongside the city-wide cultural strategy and the work of the Independent Steering Group, the Council itself should consider a strategic approach to its capital investment in cultural infrastructure in the medium to long term. This would complement both the bid and the development of the cultural strategy and contribute to the legacy of 2023, should we be successful. Officers will initially look to bring a further paper to Executive Board on these matters during 2016.
- 2.12 As the bid moves into the next phase of its development the city is reminded that the European Capital of Culture title is a competition. We may need to keep certain aspects of the Leeds bid close to our chest, whilst retaining openness and transparency in how we conduct the process.

3. Main issues

3.1 Establishment of the Bid Steering Group

- 3.1.1 In May 2015 the Leeds City Council bid team embarked on an extensive recruitment process seeking to appoint an Independent Steering Group and a series of specialist advisory groups.
- 3.1.2 The process sought to find a diverse range of individuals from across the city representing all ages, ethnicities and artistic specialisms. The Authority received a high number of over 130 applications for the Steering Group. The independent Chair was appointed through this process and a diverse range of individuals with a balance of skills, knowledge and experience, which has received praise from the city for not being 'the usual suspects.' Full details of the Steering Group and Advisory Group members can be found in Appendix A.
- 3.1.3 The Advisory Groups established to advise on Fundraising, Artistic Programme, European partnerships, Communications and Engagement have all met for the first time to agree the role and remit of these groups and plan the future work areas for the Leeds 2023 bid team.

3.2 Leeds 2023 Steering Members

Sharon Watson (Phoenix Dance) – Chair of the Steering Group
Cllr Judith Blake (Leader of Leeds City Council) – Deputy Chair
Anamaria Wills (CidaCo) – Chair of the European Advisory Group
Anita Morris (Anita Morris Associates) – Chair of the Communications and Marketing Advisory Group
Godfrey Worsdale (Henry Moore Institute) – Chair of the Fundraising Advisory Group
James Brining (West Yorkshire Playhouse) – Chair of the Artistic Advisory Group
Nicola Greenan (East Street Arts/Leeds Music Trust) – Chair of the Engagement Advisory Group
Cllr Dan Cohen (Leeds City Council) – Member of the Steering Group
Cllr Stewart Golton (Leeds City Council) – Member of the Steering Group
Karen Sewell (Addleshaw Goddard) – Member of the Steering Group
Kenneth Tindall (Choreographer) – Member of the Steering Group
Prof Frank Finlay (University of Leeds) – Member of the Steering Group
Prof Mohammad Dastbaz (Leeds Beckett University) – Member of the Steering Group
Selina Thompson (Practicing Visual Artist) – Member of the Steering Group

3.3 Leeds 2023 Champions

- 3.3.1 Early in December the Bid Steering Group launched a Leeds 2023 champions scheme to help further the spirit of citywide conversation, engagement and transparency.

- 3.3.2 Learning from the example of our Leeds Ambassadors scheme and examples from previous cities of culture such as Lille, Leeds 2023 Champions will be of interest to people who want to get involved with the Bid in a way which fits around their existing work and other commitments.
- 3.3.3 Champions will be the first to hear about developments with the bid. They will be asked to share and pass on bid news and initiatives and information amongst their networks and communities.
- 3.3.4 Champions will be a sounding board for testing initial ideas about the content of the bid and getting wide public engagement. We hope the champions will act for Leeds 2023 as early 'community connectors'. The role of elected members will also be vital to ensure that all communities are fully engaged.
- 3.3.5 Champions interested in actively working as volunteers at cultural and sports major events in the lead up to 2023 will be invited to join the Leeds Ambassadors Scheme.
- 3.3.6 An officer team is in place to support the Steering Group and the work streams which develop. The work on the Culture Strategy is being resourced from within the Leeds 2023 team.
- 3.3.7 The team will be coached and supported by CCP who have been appointed on an initial contract to work exclusively for Leeds during the next two years on its European Capital of Culture Bid.
- 3.3.8 A timeline, business plan and communications strategy for the bid will be developed over the coming months.
- 3.3.9 The fundraising sub-group will seek further resources to support the bidding stage.

3.4 EU Bidding Criteria

- 3.4.1 An initial assessment was undertaken in May to assess the city's areas of strengths and weaknesses against the six criteria of the EU competition and Leeds' overall readiness to bid. It included some early visioning workshops with cultural organisations.

Contact has been made with a number of European cities and projects - Lille 3000, Aarhus 2017, Hull UK City of Culture 2017, Mons 2015 to learn from their experiences. Further work will be undertaken in 2016 to address perceived weaknesses and build on strengths.

3.5 Competitor Cities

- 3.5.1 Other UK cities to publicly declare early intentions to bid are Dundee, Milton Keynes, and East Kent. The Mayor of Bristol has recently announced that the city is considering a bid. UK cities will not be called upon to formally put an expression of interest in until December 2016 at the earliest. Only at this point will we know definitively which UK cities Leeds is competing against.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The Leeds 2023 Steering Group was established through an open call for applications. A number of advisory groups have been set up one of which is focussing on soliciting wide public engagement with the Leeds bid.

A meeting was scheduled with Leeds Chamber of Commerce and others on 10 December at the offices of Addleshaw Goddard to progress discussions of business engagement with the Leeds 2023 bid.

- 4.1.2 A Leeds 2023 Champions Scheme was launched on 4 December 2015.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 People living in Leeds and organisations working with local people are integral to the preparation and delivery of the Leeds 2023 bid, which in turn must reflect the diverse make-up of the city.

- 4.2.2 A new culture strategy will provide the over-arching framework for the bid and is in early development. A key aim is to enable people to feel they can access different cultural experiences on equal terms. The city's culture strategy will seek to dispel any myth that "culture" is another name for "high art for the wealthy".

4.3 Council policies and Best Council Plan

- 4.3.1 The bid to become European Capital of Culture 2023 will support the council's ambition to be a compassionate city with a strong economy, whilst tackling inequalities. The bid will seek to engage all the city's diverse communities. The bid has the potential to support the children and family agenda, address issues of learning and citizenship and promote community cohesion. It will assist in raising the profile of Leeds as a major European city capable of hosting major events and it will boost Leeds and Leeds city region as a cultural destination with a great quality of life.

- 4.3.2 The best city outcomes of "enjoy happy, healthy, active lives", "enjoy greater access to green spaces, leisure and the arts" are central to the bid. Should we succeed all best city outcomes will be positively impacted.

4.4 Resources and value for money

- 4.4.1 Bid development is being staffed by a small project management team within Culture and Sport. Leeds Beckett University is loaning support at no cost to the Authority, of the services of their European cultural expert Professor Franco Bianchini. The University of Leeds has committed £75,000 cash contribution each year over three years to support the procurement for the team of additional external advice. Addleshaw Goddard is offering legal and contract management support where it is required, on a no fee basis

- 4.4.2 The Steering Group has established an advisory group to fundraise for the bid development phase and for the 2023 Year of Activity, including the five years

leading up to delivery of the Year. The fundraising advisory group will seek further resources to support the bidding stage.

- 4.4.3 The work on the Culture Strategy is also being resourced from within the Leeds 2023 team.
- 4.4.4 The team will be coached and supported by CCP who have been appointed on an initial contract to work exclusively for Leeds during the next two years on its European Capital of Culture Bid.
- 4.4.5 Timelines, business plans and communications strategies for the bid will be continue to be developed over the coming months

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 The report is subject to call-in.

4.6 Risk Management

- 4.6.1 In a climate of austerity the council and the city is committed to achieve our ambition to become a truly global city and to recognise and support the role of culture and sport in this ambition.
- 4.6.2 The decision to bid has been taken with enough lead in time to prepare a winning case and secure wide backing. As the first UK city to declare publicly its decision to bid, Leeds has already attracted additional publicity and press coverage and is being regularly cited in global media alerts about the European Capitals of Culture.
- 4.6.3 There is already popular support in the city for a Leeds bid. This will be sustained if we can attract wider backing from the city region and firm commitments from other partners who will share the initial risk and stand to share in the benefits which will accrue.

5.0 Conclusions

- 5.1 This report plots the first eight months progress to Executive Board in a two or three year-long bidding process. In this period the Chief Officer for Culture and Sport has established the necessary governance structures and officer team to steer the bid.
- 5.2 Feedback from senior EU contacts suggests that the city is in line with, if not ahead of time, in terms of our preparedness to bid.

6.0 Recommendations

- 6.1 Executive Board is recommended to:
 - (i) Approve the progress made over the past eight months;
 - (ii) Promote the Leeds 2023 Champions scheme to communities in local Wards;

- (iii) Request that the Director of City Development returns with a further progress report in 2016 before submitting the city's formal expression of interest;
- (iv) Request that in 2016 the Director of City Development returns with a report into a strategic approach to capital investment in cultural infrastructure for the medium to long term.
- (v) Note the competitive nature of the bidding process and the implications for transparency and openness.

7 Background Documents¹

7.1 None

8 Appendix

8.1 Full list of members of the Steering Group and Advisory Groups

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.