

Report of Director of City Development

Report to Executive Board

Date: 17 July 2017

Subject: Leeds 2023 European Capital of Culture Bid Interim 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: 10.4(3) Appendix number: 1	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

1. This interim report informs Executive Board of progress and follows on from previous update reports in December 2015 and February 2017. It seeks approval of recommendations on governance and budgetary arrangements for delivering the European Culture Capital year in the event of Leeds winning the competition.
2. Substantial progress has been made in the past twelve months to develop the vision and outline artistic programme for European Capital of Culture, engage communities, strike new international and European partnerships, secure financial support for the bidding process and to communicate the city's ambition.
3. In March 2015 Members of Executive Board gave approval to the proposal from the Director of City Development that Leeds should prepare a bid to be European Capital of Culture in 2023 following an extensive period of city-wide consultation.
4. An Independent Steering Group was put together tasked with considering and signing off the major work, and recommending the final bid to the Council. A diverse range of experienced individuals and teams from across the city have been working together to support the different aspects of the city's bid.
5. The outcome of the referendum in June 2016 on the UK's membership of the European Union temporarily cast doubt on the continued ability of the UK to take part in the competition. Although Leeds narrowly voted to remain in the European Union, the national vote had narrowly gone in favour of the leave campaign.
6. Following the referendum result, over the summer and autumn last year the Leader of Council and senior stakeholders in the city lobbied MPs and the Secretary of State for the Department of Culture, Media and Sport (DCMS) for a clear decision on whether or not the

UK competition for European Capital of Culture in 2023 would continue. Ultimately this work came to fruition when DCMS announced in December 2016 its decision to launch the competition. The timings and process for submitting bids have been published. The deadline for initial submissions is 27 October 2017 with the UK winning city to be announced during 2018.

7. Following the announcement in December 2016 by DCMS, the Leeds 2023 team took forward the following key actions:
 - A series of high profile public launches in March 2017 to announce to local, national and international stakeholders the city's intention to bid;
 - The establishment of a charitable trust in preparation, should Leeds win, to deliver the European Capital of Culture year of activity starting during the five years leading up to 2023;
 - Preparation of a realistic and credible budget for delivery of the European Capital of Culture and for the development of a strong and sustainable legacy after the year.

Recommendations

8. Executive Board is recommended to:
 - (i) Note the overall progress made over the past twelve months;
 - (ii) Note the incorporation of Leeds Culture Trust and approve the process going forward of developing appropriate governance structures;
 - (iii) Agree the budget proposals as per the confidential appendix, for delivering European Capital of Culture in 2023;
 - (iv) Request officers to return in October with the full and final detailed bid in advance of the deadline for the first stage submission of 27th October.
 - (v) Note that should Leeds be shortlisted then a second and final application will need to be submitted by mid 2018

1. Purpose of this report

1.1 This report provides an interim report on work towards preparing a Leeds bid for European Capital of Culture 2023 and seeks approval for the recommendations.

2. Background information

2.1 Context

2.1.1 Following the success of Glasgow 1990 and Liverpool 2008, a UK City will host the European Capital of Culture for the third time in 2023 alongside a city from Hungary.

2.1.2 Should Leeds be successful it would mean a programme of cultural activity for the year involving every ward, estate, town and district in the city. In addition to world class shows in our galleries and theatres there could be programmes in schools, sports stadia, libraries and parks. Residents would have the opportunity, not only to see the very best local, national and international shows but to actively take part themselves. They would be able to experience the best Europe has to offer, the majority of it for free. But first we have to win.

2.1.3 Following a city-wide consultation in March 2015 the recommendation for Leeds to bid for the title in 2023 was approved by Executive Board, with a mandate for the bid to be made on behalf of the whole city..

2.1.4 Following on from that decision an Independent Steering Group was appointed, chaired by Sharon Watson, Artistic Director of Phoenix Dance Theatre, with Councillor Judith Blake, Leader of Leeds City Council as Deputy Chair. The group includes representatives from the arts and cultural sector, higher education, private business and the three main political parties in the council, demonstrating clear cross-party political support of Leeds' bid - which is highly valued by the judges of the competition.

2.1.5 In addition to the benefits listed above, hosting the title could bring to the city increased international profile and tourism, inward investment and new employment opportunities. For Liverpool in 2008 the title brought over £750 million to the economy, a 34% increase in tourism, and major infrastructure development. Moreover, it transformed perceptions of Liverpool and engaged a huge 60% of the population and saw an increase in city pride.

2.2 What will a win do for Leeds?

A win for Leeds would:

- Reposition Leeds' image in the UK and Europe;
- Provide 6 years in the spotlight and attract major national and international funding and events to the city;
- Develop jobs and skills in the creative industries and visitor economy
- Provide a step change in tourism;
- Connect communities;
- Promote well-being and pride in our city;

- Provide a catalyst for growth and development;
- Tackle respect and celebrate our diverse population; and
- Provide a model for a post-Brexit UK city still strongly connected to Europe.

2.3 Progress

2.3.1 Substantial progress has been made in the past twelve months to develop the vision of the bid and an outline artistic programme; to strike new international and European partnerships; to secure business sponsorship; to engage communities and the third sector in the city's bid; and to communicate the city's ambition to national stakeholders and decision-makers.

Progress on Bid Vision and Artistic Programme

2.3.2 In January 2017 the Leeds 2023 team advertised for a Programme Co-ordinator to work with the cultural sector to develop the outline artistic programme for 2023. Following an interview process the panel appointed Emma Beverley, Matt Burman and Jenny Harris, known together as C23. C23 put out an open call for ideas which was widely publicised in the city and nationally.

Individuals were asked to respond to the emerging themes of the bid which were: *Fabric, Voice, Fear & Belonging, and Room.*

2.3.3 Over 300 ideas were received through the open call within the deadline of one month. C23 then held workshops and meetings to sift all the ideas to assess their potential to be projects for delivery of the year, based on the known criteria for success. This work, which is ongoing, has been supplemented by a series of meetings with European and international artists and producers in order to create an exciting and compelling programme. There are some fantastic ideas but they can't be revealed until just before we submit our application.

2.3.4 By the end of the summer an outline artistic programme to cover approximately 50% of the programme for 2023 will be drafted. Ideas not taken up at the outline stage will be kept on file for review and potential inclusion later on by the Artistic Director appointed to lead the year. The principle set out that the bid must benefit the whole city is central to the selection of the projects.

2.3.5 To strengthen the artistic programme Leeds2023 also created a capacity-building fund of £30,000 to support artists and organisations from across the city to build new partnerships and collaborations with their counterparts from across Europe and the world. This programme runs from February to October 2017 with a series of funding deadlines. Named *The Explore Fund*, it has supported the cost of travel and accommodation to a range of international cities and events to explore ideas that could inform the city's bid for the title.

Consultation and Engagement

2.3.6 During the summer of 2016 members of the 2023 Engagement Advisory Group, with links to different communities, went out to local festivals and galas in a variety of localities across Leeds to ask a series of 5 questions:

1. What does culture mean to you?
2. What does Leeds do well?
3. What could Leeds do better?
4. Why should Europe care about Leeds?
5. What is your big idea for Leeds?

- 2.3.7 They received over 1000 responses to their questions and gathered rich data which has been helping the Leeds 2023 team to develop a vision for the bid based on the views of the people of Leeds.
- 2.3.8 The summer consultation in 2016 enabled the Leeds 2023 team to start to spread the word about the bid to many people who were not yet aware of it, and to gather views and opinions from the public across a wide cross-section of Leeds about culture and the city. This is helping the Steering Group work towards its mandate of the bid being a 'whole city bid' and enabling it to base the vision and programme on the views of people *all over* Leeds, from a variety of communities and socio-economic backgrounds.
- 2.3.9 This summer the Leeds 2023 team is establishing a small pool of Leeds 2023 volunteers to help the team continue to spread the word about the bid and engage communities.
- 2.3.10 Further consultation will take place with the Independent Steering Group over the next few months. In addition the Inclusive Growth, Culture and Sport Scrutiny Board is looking to provide additional input and advice.

Progress on European Partnerships

- 2.3.11 At the beginning of the bidding process, an independent assessment of Leeds' readiness to bid for the European Capital of Culture title revealed a weakness in our European reach. The city had few cultural organisations operating at a European and international scale and few cultural organisations working with international partners. A number of actions have been taken over the past 18 months to strengthen Leeds' position in this area.
- 2.3.12 We are working on an artistic programme with strong European themes which will have relevance to other European countries and will hope to attract international interest and audiences. Through the Explore Fund we are supporting new partnerships by our cultural sector to ensure that the programme includes European co-productions.
- 2.3.13 We have re-joined the Eurocities network, with Leeds City Council playing a pro-active role alongside the University of Leeds and Leeds Beckett University. We have showcased dementia-friendly culture at an "Urban ageing" working group meeting in Leeds and presented various case studies on culture, social affairs, Roma inclusion, water management and flood resilience. The Migrant Access Project won the 2016 Eurocities award and is being promoted as a model of best practice across Europe.
- 2.3.14 We have joined the UCLG (United Cities and Local Government) Pilot Cities programme which will ensure that the new Leeds Culture Strategy will engage directly with a well-respected sustainable and international model of cultural development.
- 2.3.15 Leeds is planning to host a meeting of the LIKE European cultural network in March 2018 to showcase the city's cultural offer and to build links with cultural organisations from a range of European countries.
- 2.3.16 The 2023 team has supported Leeds and Yorkshire's cultural sector to improve its knowledge of EU funding opportunities and the impact of Brexit. We have sought help from

The British Council to develop ideas into bids and are brokering introductions to potential partners across Europe.

- 2.3.17 Leeds is reaching out to our partner cities across the world to secure pledges of support. As both Hungary and the UK will have a European Capital of Culture in 2023 and cooperation between bidding cities of both countries is expected, we are working to establish strong links with Hungarian cities.
- 2.3.18 Leeds is promoting an increasingly international cultural programme of interest to international visitors. The second edition of the ITU World Triathlon series took place in June; the celebrations to mark Leeds West Indian Carnival's 50th anniversary as Europe's longest running carnival will last all year; the staging of International Test Match Cricket at Headingley in August is followed by Light Night and the grand re-opening of Leeds Art Gallery.
- 2.3.19 Three Leeds festivals: Light Night, Compass and Leeds International Film Festival, were this year awarded Europe For Festivals, Festivals for Europe (EFFE) accreditation. EFFE brings together festivals that are deeply committed to the arts, their communities and Europe. Being awarded the EFFE label is an accolade for any European festival, as it celebrates festivals from diverse genres and countries, enriching the lives of citizens in communities far and wide bringing them closer to audiences across Europe.
- 2.3.20 An ERASMUS+ application submitted in February for cultural education study visits for teachers from 8 Leeds schools and LCC cultural education practitioners to Espoo, Malmo, Dortmund and Lille has just been approved. We will host a study visit in Leeds in November 2017.
- 2.3.21 We have secured funding this year for participation in study visits on cultural education and museums of the future through the European "Culture for Cities and Regions" programme.

Progress on Fundraising

- 2.3.22 Early in the bidding process the University of Leeds, Leeds Beckett University and Trinity University committed significant cash funding to support the bidding process.
- 2.3.23 Sponsors were also recruited from successful high profile launch events in Leeds, York and in London last March. We have also utilised our partnership agreement with The Yorkshire Mafia (a business networking group based in Leeds) to attract partners.
- 2.3.24 A key element of our bid must be to show a strong track record of being able to attract, and work with, business. Part of that is being able to raise a significant sum of money and we set a target of raising £500,000 from business to support the bidding phase. We agreed five levels of funding as follows:
- **Principal Partners**
Significant and large investments have been made by Leeds University, Leeds Beckett University and Leeds City Council.
 - **Event Partners.**
£200,000 has been raised from aql, Yorkshire Bank, Yorkshire Building Society, Yorkshire Water as headline sponsors, each contributing £50K. There is a maximum of two spaces left for partners to come in at this level.
 - **Regional Partners**

Funding and support in-kind has come in from higher education partners: Trinity University, Leeds College of Art, Leeds College of Building, Northern School of Contemporary Dance, Leeds City College and Leeds College of Music. Also from Welcome to Yorkshire; Visit Leeds; Leeds Chamber of Commerce; Leeds Business Improvement District, Leeds Bradford International Airport and Yorkshire Post newspapers.

- **Bid Backers**

Sponsorship has been raised from Arup, Bruntwood, DLA Piper, CEG, Keepmoat, RSM, Rushbond, Squire Patton Boggs and Turner & Townsend to a value of £20K each. . There is capacity for three more partners at this level.

- **2023 Club**

At a sponsorship level of £2,000 in 2017, this third tier is specifically aimed at SMEs. BWB Consulting was the first sponsor to come in at this level. This tier will be actively promoted in the coming months with support from Yorkshire Mafia.

2.3.25 In raising money from business we are keen to do so in cooperation with cultural partners across the city. We are keen that business does not see 2023 as the sole cultural offer in the city and to that end we are working with fundraisers to promote their opportunities too. As an example, we are working with West Yorkshire Playhouse to bring businesses to a pre-theatre event outlining the sponsor opportunities for contributing to the forthcoming capital building work, referred to in a separate paper to Executive Board.

2.3.26 Engaging with the business community around the Leeds 2023 bid has been nothing but positive. Many business partners are already looking at how they can give more support to the bid through staff engagement to promote the bid, arranging national and European conferences at their own cost, offering in-kind service above and beyond their agreed contributions as well as proudly announcing being partners.

Progress on Marketing and Communications

2.3.27 In May 2016 the Leeds 2023 team put out an international call for a design agency to develop the brand for Leeds 2023. Representatives from prestigious marketing and communications agency Elmwood Design Agency and international arts company Lille 3000, agreed to help with recruitment and selection.

2.3.28 After an open application process which attracted 40 expressions of interest, the unanimous choice of the panel was Leeds designer Lee Goater who then worked with a consortium of partners to launch the Leeds 2023 brand.

2.3.29 The typeface is designed to be open-source, allowing anyone to engage with it and use as they wish. This open, collaborative approach to the typeface aligns with the values of the bid, opening it up to the people of the city to re-use and interpret.

2.3.30 The Leeds 2023 brand identity and the new Leeds 2023 typeface were released in November 2016 with the help of 130 partners and stakeholders from across the city who shared the content across their social media accounts.

2.3.31 From March this year the Independent Steering Group began profiling 18 events across in the city's cultural calendar up to autumn 2018 to showcase the breadth, quality and diversity of the city's culture and to thank our business sponsors for their support. A selection of events such as Transform Festival, Leeds West Indian Carnival, new play Ode to Leeds, Boy in the Striped Pyjamas and other productions will promote the city's aspiration to be a European Capital of Culture.

2.3.32 Leeds' bid to be European Capital of Culture was given a successful launch in March incorporating Leeds 2023 branded merchandise for the first time. Writer and broadcaster Lord Melvyn Bragg and musicians Corinne Bailey Rae and the Kaiser Chiefs gave their backing to the bid at a high profile launch for 200 opinion formers and stakeholders at the Royal Society for the Arts in London.

2.3.33 The profile of the Leeds 2023 bid has risen exponentially over the past three months since the launch of the brand and our drive to attract businesses to sponsor. The next stage is to secure wide ownership of the city, encourage people to be actively involved and to create excitement and make Leeds believe we really can win this bid.

2.3.34 We are putting in place arrangements to mark 100 days to go to submitting the bid to culminate in a celebration event for the city to mark the date of the actual submission.

3. Main issues

3.1 A Delivery Vehicle for European Capital of Culture

3.1.1 The majority of recently successful European Capital of Culture bids have been delivered through independent companies. While the Authority is a key stakeholder, the development and incorporation of a company independent from the Authority is likely to give Leeds bid the best chance of success with the European panel of judges.

3.1.2 For projects attached to Leeds 2023 to be funded by the EU and in order for Leeds 2023 to be the lead applicant with its own legal governance and funding structure, an independent company needs to be established for a minimum of two operating years in advance.

3.1.3 Officers have therefore taken advice and set up Leeds Culture Trust as a company limited by guarantee and throughout 2017-2018 will work further with colleagues in Legal, HR and Finance to develop an effective governance and funding structure so that the company could be in a strong position to continue recruiting an appropriately skilled Board and start trading following a hopefully positive decision by the judges in 2018. Further work is in train including consideration of tax efficient arrangements before the arrangements for any final delivery vehicle are confirmed

3.1.4 It is anticipated that the Leader of the Council at least would become a trustee of the company and join the Board as the representative of Leeds City Council. Officers are in the process of considering applying for charitable status for Leeds Culture Trust. Should Leeds win the title, Leeds Culture Trust will be the delivery company to oversee and implement the Year.

3.2 Initial members

3.2.1 Four founding members of Leeds Culture Trust have been appointed and an officer from Leeds City Council appointed as Company Secretary. The members have a track record in their fields and experience of having already been company Board members. They are:

- Karen Sewell, the General Counsel and Head of UK Legal at WSP and a member of Leeds 2023 Independent Steering Group;
- Kate Hainsworth, Development Director and Deputy CEO of Leeds Community Foundation and a member of the Leeds 2023 fundraising advisory group;

- Barbara Woroncow, OBE, a Trustee of Welcome to Yorkshire Charitable Trust and a trustee for the Captain Cook Memorial Museum in Whitby and former Deputy Chair of Leeds Cultural Partnership.
- Dinah Clark from the Leeds 2023 team is holding the position of Company Secretary representing Leeds City Council.

3.2.2 Should Leeds be successful an open application seeking candidates to chair the trust would begin immediately. Further members of the Board will be elected subsequently.

3.2.3 The development of an independent company with strong links back to the authority will maximise Leeds' chances of success both in terms of the competition entry for European Capital of Culture and in terms of the delivery element of Leeds' proposal.

3.2.4 The initial set up of Leeds Culture Trust has incurred a minimal cost to the Council. Detailed governance and funding structures would be developed over the next two years.

3.3 Budget for Delivery

3.3.1 Approval is sought for the Council's investment in the overall budget for delivery should we win, with information contained in the confidential Appendix. European Capital of Culture is a competition and while we strive to be open and transparent about many aspects of our bid, we have to keep this information out of the public domain at this point so as not to give competitive advantage to the other known bidding cities: Belfast&Derry, Cornwall, Dundee, Milton Keynes, and Nottingham. Our full proposal will only be revealed publicly shortly before the deadline for submission.

3.4 Economic Impact

3.4.1 Research suggests that every £1 of Leeds City Council investment is likely to lever a further £4 from other sources. This figure doesn't include the indirect impacts and longer-term benefits to the visitor economy and reputation of the city.

3.4.2 Liverpool's total budget levered £7 per £1 into the economy securing over £750 million overall benefit.

3.4.3 Leeds 2023 is commissioning further detailed work to look at the economic impact of the bid to cover:

- Impact on cultural sector and creative industry employment
- Growth in leisure and business tourism
- Economic benefits of raised media attention
- Construction in cultural facilities and hotels
- Potential growth in culture related HE & FE education provision

It is possible to look at this in terms of growth on existing visitor economy.

3.4.4 For the first time ever through 2023 funding, an in-destination visitor profiling study has been commissioned through Visit Leeds to gain a full and detailed understanding about visitors to the city, their motivations for visiting and what they like to do when they are here.

3.4.5 New research commissioned about audiences for cultural activities in the city has resulted for the first time in the cultural organisations in the city pooling their anonymised box office data. The key output for this research is to provide key geographic data on who is

accessing cultural activity in the city and where the gaps lie. Investment in this research is one of many examples of how bidding for the title is beneficial in itself.

3.5 Visitor economy

- 3.5.1 In 2015, 26 million day and overnight visits to Leeds brought £1.5bn to the local economy. A 10% increase in 2023 could thus bring £150m of benefit at today's prices to the city, - An equivalent to Liverpool's 34% increase would result in around £450 million for 2023 in Leeds which would be further amplified by growth in the hotel sector prior to 2023 (there are currently 23 potential hotel developments in the pipeline). There would also be spin off benefits for transport, rail, taxis, public transport and airlines.
- 3.5.2 Over 18,000 people work in the hotels, bars, restaurants, attractions and venues that are part of the sector. These jobs would be underpinned by a successful bid, and there is likely to be further growth in the sector.
- 3.5.3 Leeds is already the UK's 5th most popular conference destination, with potential for further growth on the back of a successful bid.. The value of business tourism to the city is around £500m a year.
- 3.5.4 In May 2017 Lonely Planet named Leeds as one of the top ten European destinations to visit in 2017. We are the only UK city listed in the index which is evidence of progress towards extending the city's profile internationally.

3.6 Cultural and creative industries

- 3.6.1 Around 32,000 people work in businesses, which are part of the creative and cultural sector in Leeds. 2023 will bring opportunities for those businesses to grow and for new firms to be established in the sector.

3.7 International trade and investment:

- 3.7.1 International attention on Leeds would bring opportunities for international trade and investment. This will need support to maximise the impact, and careful measurement

3.8 Construction

- 3.8.1 The economic impact of construction work on new hotels, cultural facilities and related commercial investment would also be significant. Our advisers have calculated that to accommodate the same level of visitors as Liverpool the city would need to see a growth of 2500 hotel beds – some 15 or so new hotels. The construction value of these alone could add over £200m to the economy.

3.9 Bid Submission

- 3.9.1 The Leeds 2023 Team, Independent Steering Group and a large number of individuals across the city are collaborating to prepare the bid to meet the deadline of 27th October 2017.
- 3.9.2 Officers will return to Executive Board in October with the full bid document, as recommended by the Independent Steering Group.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 It is important for our consultation and engagement activity to be well-paced. Over the past two years the Leeds 2023 team has been working through the Independent Steering Group

and Advisory Group members and through Leeds City Council Directorates to engage and consult with different communities.

- 4.1.2 The number of intermediaries closely involved in the bid process is around 100. The numbers of people receiving regular e bulletins on progress numbers 3,000 and this is increasing daily.
- 4.1.3 It is difficult for members of the public to feel engaged with an event 5 years out and the status of which is not confirmed. This will change as soon as Leeds is shortlisted to go through successfully to the second stage of the competition.
- 4.1.4 We should know the outcome of initial shortlisting in November or December 2017. Assuming Leeds is shortlisted, community engagement will be scaled up in 2018 in advance of the final outcome.
- 4.1.5 By autumn 2018 Leeds will know if it has won the designation. Public knowledge and engagement in our bid would escalate and expand dramatically. If we are successful and we win the competition, our community engagement activity from this point on will rise to the fore to work with partners in every area of the city within a defined five year build up to engage local communities in the delivery and legacy of the year.

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 key aim is to enable people to feel they can access different cultural experiences on equal terms. The new culture strategy, which is the subject of a separate paper to Executive Board, provides the over-arching framework for the 2023 bid and seeks to firmly and finally dispel any myth that “culture” is another name for ‘high art for the better off’.

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.
- 4.3.2 A bid to become European Capital of Culture 2023 also underlines the stature of the city as a venue for global events which is a key element of our ‘Best City’ ambition. It has the potential to support the family agenda, Leeds as a tourist destination, business engagement and greater understanding of Leeds as a cultural hub.

4.4 Resources and value for money

- 4.4.1 The potential impact of a successful bid is noted in section 3.4. The budget implications associated with the bid are outlined in Appendix 1.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 The report is subject to call-in.
- 4.5.2 The information contained in Appendix 1 is exempt under Access to Information Rule 10.4 (3) as it contains information relating to the financial or business affairs of any particular

person (including the authority holding that information). It is considered that the public interest in maintaining the content of Appendix 1 as exempt outweighs the public interest in disclosing the information. This report relates to the proposed budget to be included in the council's application to a competitive bidding process and as such release of information at this time would prejudice the council's position.

4.6 Risk Management

- 4.6.1 Alongside the bidding process the Council is developing a new Culture Strategy which will set our ambition and direct our actions until 2030.
- 4.6.2 It will help ensure that the proposals within a successful bid for European Capital of Culture will have a meaningful and significant long-term legacy.
- 4.6.3 The new Leeds Culture Strategy will also provide a framework for moving forward should the bid for European of Culture not be successful for any reason.

5. Conclusions

- 5.1 The work towards becoming European Capital of Culture is on track. Much of the work involved in bidding has already brought benefits to the city such as securing essential baseline research. This in turn will facilitate our cultural organisations to reach and engage new audiences.
- 5.2 Significant investment to deliver the European Culture Capital year will not have to be committed until the decision of the European judges is known.
- 5.3 The potential for a thrilling and momentous year of activity has brought a wide range of partners together in a joint mission to be European Capital of Culture 2023

6. Recommendations

- 6.1 Executive Board is recommended to:
 - (i) Note the overall progress made over the past twelve months;
 - (ii) Note the incorporation of Leeds Culture Trust and approve the process going forward of developing appropriate governance structures;
 - (iii) Agree the budget proposals as per the confidential appendix, for delivering European Capital of Culture in 2023;
 - (iv) Request officers to return in October with the full and final detailed bid in advance of the deadline for the first stage submission of 27th October.
 - (v) Note that should Leeds be shortlisted then a second and final application will need to be submitted by mid 2018.

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.

8. Appendices

8.1 Appendix 1 - Confidential financial information