



Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Executive Board

Date: 22 July 2009

Subject: Marketing Leeds - Annual Report 2009

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

EXECUTIVE SUMMARY

Marketing Leeds, the city's marketing and promotion agency, was formally established in 2005. This report provides Members with a progress report regarding the work of Marketing Leeds and its contribution to the city's priorities.

This is the first report of this nature to be prepared for Members of Executive Board and it is proposed to repeat this on an annual basis so that Members are aware of Marketing Leeds' key achievements as well as new activities that are being progressed.

The concept of Marketing Leeds was developed in 2004 in response to the outcomes of a significant piece of research on perceptions of Leeds at the local, regional, national and international levels. This research was commissioned by the then City Image Task Group, established under the auspices of the Leeds Initiative, in response to the Vision for Leeds objective "to develop a marketing strategy for Leeds to promote the city nationally and internationally".

Marketing Leeds makes an important contribution to the economic life of the city of Leeds helping to attract new investment and trade into the city. The profile of Leeds has been demonstrably enhanced as a result and the work assists the council in its key strategic aim of Going up a League.

Members of Executive Board are asked to note the contents of this report.

1.0 Purpose Of This Report

- 1.1 To provide Members with a progress report regarding the work of Marketing Leeds and its contribution to the city's priorities. This is the first report of this nature to be prepared for Members of Executive Board and it is proposed to repeat this on an annual basis so that Members are aware of Marketing Leeds' key achievements as well as new activities that are being progressed.

2.0 Background Information

- 2.1 The concept of Marketing Leeds was developed in 2004, in response to the outcomes of a significant piece of research on perceptions of Leeds at the local, regional, national and international levels. This research was commissioned by the then City Image Task Group, established under the auspices of the Leeds Initiative, in response to the Vision for Leeds objective "to develop a marketing strategy for Leeds to promote the city nationally and internationally". This research was undertaken during the Spring/Summer of 2003 by a Leeds-based communications agency. The research concluded that Leeds needed to do much more to communicate and market its image and profile, particularly at the national and international levels as it fell behind many of its UK and international comparators.
- 2.2 It was, therefore, proposed to establish Marketing Leeds to work with the full range of partners across the city to develop a collaborative approach to marketing the city and develop the city's first marketing strategy.
- 2.3 A company model was agreed by Members of Executive Board, with the two principal shareholders being the City Council and the Chamber of Commerce. The intention being to provide a vehicle that was clearly perceived to be business driven, recognising the key economic strength of Leeds being a business city. Indeed, the primary focus of Marketing Leeds is to promote Leeds as a business city and, therefore, make a significant contribution to attracting new trade and investment. Funding for the company was provided by Leeds City Council, Yorkshire Forward and through the Leeds Champions Scheme.
- 2.4 The Board of Marketing Leeds includes a number of high profile appointees covering a range of public and private sector interests. The City Council has three appointed Directors, these being Andrew Carter (Executive Member), James Rogers (Assistant Chief Executive) and Jean Dent (Director of Development).
- 2.5 Since 2004, Marketing Leeds has done much to enhance the profile of Leeds. The 'Leeds: Live It, Love It' brand has been developed and is now widely used across the city; Leeds has one of the most popular city marketing websites in the country attracting up to 245,000 unique visitors per month; numerous events have been hosted and, as an indicator of progress, the Cushman and Wakefield European Cities Monitor, identified that Leeds has risen from 30th (in 2007) to 28th (in 2008) in the league table for 'leading cities for business'. Whilst it is impossible to identify the specific cause and effect of this improvement, it is highly likely that an increased focus on raising the city's European and international profile will have made a contribution to this improved ranking.

3.0 Main Issues

3.1 Purpose and Objectives of Marketing Leeds

- 3.1.1 The purpose of Marketing Leeds is “to raise the regional, national and international profile of Leeds, as a vibrant, dynamic, internationally competitive city region and as the gateway to Yorkshire and the UK”.
- 3.1.2 The company’s objectives, as outlined in its Business Plan, are:
- 3.1.3 to provide a leadership role for the city’s marketing activities, acting as a catalyst for change and challenging the status quo where necessary.
- 3.1.4 to re-energise the city’s marketing and to deliver innovative marketing and promotional campaigns and events to support the delivery of real economic impact and the creation of wealth for the region.
- 3.1.5 to secure and co-ordinate commitment, support and create collaboration from key business sectors in the city, delivering measurable benefits to stakeholders. Working in partnership with public agencies, business and our multi-cultural society.
- 3.1.6 to deliver tangible, commercial results maximising economic and promotional impact.

3.2 Contribution to City Priorities

- 3.2.1 Marketing Leeds’ creation is grounded in the Vision for Leeds 2004-2020 with the intention that the company’s activities make a marked contribution to:
- Going up a league as a city - making Leeds an internationally competitive city, the best place in the country to live, work and learn, with a high quality of life for everyone, and;
 - Developing Leeds' role as the regional capital, contributing to the national economy as a competitive European city, supporting and supported by a region that is becoming increasingly prosperous.
- 3.2.2 Marketing Leeds also plays a key role in contributing to a number of the city’s priorities as identified in the Leeds Strategic Plan 2008-11, the key ones being:
- Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy;
 - Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre;
 - Increase innovation and entrepreneurial activity across the city;
 - Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment, and;
 - Increase international communications, marketing and business support activities to promote the city and attract investment.

3.3 Budget

3.3.1 Marketing Leeds receives funding from three key sources and a summary of annual income for 2008/9 is presented below:

Yorkshire Forward	£850,000
Leeds City Council	£400,000
Private / Business Sector (via the Champions scheme)	£400,000 (cash and in-kind)
GROSS FUNDING	£1,650,00

3.4 The Champions initiative works in the form of a partnership arrangement between Marketing Leeds and a champion (a company or organisation) that wishes to contribute towards the success of the city and benefit from related marketing and promotion. There are currently four levels of investment that provide a range of rights and benefits in return for increasing levels of financial contribution – from £1,500 - £20,000. At the time of writing this report, 60 businesses have joined the Champions scheme.

3.5 Successes and achievements

3.5.1 As the lead body for promoting Leeds, Marketing Leeds has brought together a number of partners and organisations with a similar remit and has been able to reduce duplication and ensure best use of resources through coordination of activity and joined-up working.

3.5.2 Through its Champions Scheme, Marketing Leeds has received strong support from the private sector across a broad range of Leeds based businesses, many of which have strong national and international brands. As well as providing a significant income stream for Marketing Leeds, champions play an active role in formulating the Marketing Leeds Business Plan and in delivering the events and campaigns therein. In working with Champions, Marketing Leeds strives to help those businesses to meet their objectives through their involvement in marketing activities.

3.6 Evaluation

3.6.1 It needs to be recognised that raising the profile of a city is a long-term objective which cannot be achieved in a few years, it is important to set additional success measures which can be measured, monitored and evaluated.

3.6.2 A further piece of research (similar to the 2003 research exercise) has recently been conducted to ascertain the extent of progress against our objective to raise the profile of the city nationally and internationally.

3.6.3 This most recent perception research concludes that there have been areas of significant improvement in perception amongst the UK general public, including:

- Amongst UK businesses, Leeds is now the fourth most 'top of mind' city, regarded as a major business centre.
- Consideration of Leeds as a place to visit.
- Associations with the university, shopping, cultural organisations and nightlife.

- Acknowledgement that:
 - Leeds has great shopping facilities
 - Leeds has an attractive shopping centre
 - Leeds has a strong and thriving economy
 - Leeds is great for nightlife

3.6.4 However, the perception survey also identifies that there is still some way to go to secure the level of international profile that other large UK cities have achieved, most notably Birmingham and Manchester.

3.6.5 As part of the agreement for Yorkshire Forward funding, an independent evaluation has been commissioned in order to make recommendations for measuring the success of any future Marketing Leeds activity. This evaluation considered:

- The main achievements of Marketing Leeds over the first 4 years;
- What Marketing Leeds can achieve over the next 3 years;
- Appropriate quantitative measures of success for Marketing Leeds;
- The impact of these measures of success on Gross Value Added.

3.6.6 The report has now been received and evaluation measures are being drafted in consultation with Yorkshire Forward. Once completed, Leeds City Council will consider the proposed evaluation measures as part of its own funding arrangements to supplement the grant agreement that is already in place.

3.7 **Future Direction**

3.7.1 Over the next three years, a detailed campaign strategy for each of the key priority sectors (the legal and financial business sectors; retail and leisure; and property and regeneration) will be developed to focus activity in key areas and maximise profile.

3.7.2 However, certain key activities affect all priority sectors and, therefore, in addition to the individual campaign strategies detailed above, there are three areas of core activity planned as follows:

3.7.3 *International Activity* – with a focus on the ‘Leeds In...’ model piloted in Milan in 2008 which showcased all key Leeds sectors in a week-long festival of commerce and culture. The proposal is to develop the ‘Leeds In’ model to be used in a different international city every year.

3.7.4 *National Activity* – two key areas of focus being to bring national events (such as the DADI Awards) to Leeds and to deliver a series of Thought Leadership events entitled ‘The Business of...’.

3.7.5 *City Festivals* – Marketing Leeds will seek to enhance existing events such as Leeds Business Week, Leeds Love Food, Leeds Shopping Week and Light Night to generate additional media interest or bring a national / international dimension. An example of successfully enhancing an existing event is Leeds Shopping Week which was nominated for a Town Centre Association award in 2009 for its success.

3.7.6 Further detail on all of these areas of activity can be found in the Marketing Leeds Business Plan 2009-12. Copies will be provided to individual Members of Executive Board and are available on request from the committee clerk.

4.0 Implications For Council Policy And Governance

4.1 There are no specific implications for Council Policy and Governance other than to note the intention that this be the first of an annual report to be submitted to Executive Board on Marketing Leeds' achievements and activities.

5.0 Legal and Resource Implications

5.1 There are no specific legal or resource implications arising from the content of this report. The council currently makes an annual financial contribution of £400,000 to assist in the delivery of Marketing Leeds' activities.

6.0 Conclusions

6.1 Marketing Leeds makes an important contribution to the economic life of the city of Leeds and attracting investment and trade. The profile of Leeds has been demonstrably enhanced as a result and the work assists the council in its key strategic aim of Going up a League.

7.0 Recommendations

7.1 Members of Executive Board are asked to note the contents of this report.

Background Papers:

Marketing Leeds' Business Plan 2009-2012