



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

Executive Board

Date: 21 July 2010

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 second 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 second 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; numerous campaigns and events have been hosted and, as an indicator of progress, the Cushman and Wakefield European Cities Monitor, identified that Leeds has again risen from 28th (in 2008) to 24th (in 2009) 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:

- to provide a leadership role for the city’s marketing activities, acting as a catalyst for change and challenging the status quo where necessary.
- 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.
- 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.
- 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 2009/10 is presented below:

Yorkshire Forward	£800,000
Leeds City Council	£400,000
Private / Business Sector (via the Champions scheme)	£153,00 cash (plus £387,000 in kind)
GROSS FUNDING	£1,353,000 cash (plus £387,000 in kind)

- 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. At the time of writing this report, 77 businesses have joined the Champions scheme, an increase of 28% (from 60).

3.5 Successes and achievement

- 3.5.1 At the beginning of the financial year 2009/10, Marketing Leeds received a significant increase in funding from Yorkshire Forward who pledged £2.4 million investment over the three years from 2009 -2012. This matches the investment made by Leeds City Council and the private sector through the Champions Scheme.
- 3.5.2 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.
- 3.5.3 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. This year, following a rigorous feedback procedure the scheme was redeveloped introducing a simpler two tier approach – ‘Partner and Associate’. An Advisory Board was also introduced drawn from senior representatives in the city who help to inform strategy and act as advocates for Leeds.
- 3.5.4 A major re structure of the Marketing Leeds Main Board took place this year. Chris Green (Johnston Press), Duncan Mycock (KPMG), Ed Anderson (Chamber of Commerce) and Simon Lee (Leeds Metropolitan University) retired from the board and Nigel Foster (ARUP), Gary Lumby (President, L,Y&NY Chamber), Dirk Mischendahl (Logistik) joined. (Please see the Annual Review 2010 for full details of the Marketing Leeds Board).
- 3.5.5 Members will recall that the 3 year business plan circulated with last years report showed three core areas of activity for Marketing Leeds:-

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.

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...'.

City Festivals – Marketing Leeds sought 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.

There have been notable successes in all three areas.

3.5.5(i) International Activity

- Marketing Leeds hosted the first "Leeds in London" showcase event enabling representatives from key city agencies to develop relationships with Directors of Trade and Consul Generals from 12 target countries.
- Marketing Leeds delivered Leeds in Barcelona a festival of commerce and culture in March 2010. The event was supported by 115 delegates from Leeds and comprised 30 bespoke events in 3 days. Leeds in Barcelona generated £964,422 of PR value.
- Marketing Leeds hosted 21 international journalists, resulting in £972,000 of PR value.
- Marketing Leeds further developed relationships with key international business centres by undertaking visits to Hong Kong, Germany, Italy, Ireland and Australia.
- Marketing Leeds launched an international print distribution campaign and a regular international e-newsletter.
- Marketing Leeds hosted the 28th Commonwealth Sports Awards with special guest Lennox Lewis, providing an opportunity for the city to showcase sporting venues with a view to attracting training camps for the 2012 Olympics and 2014 Commonwealth Games.
- Marketing Leeds supported the Ryder Cup Reunion pro-am competition to mark Moortown Golf Clubs Centenary Year, resulting in a specially created film promoting Leeds being aired on Sky Sports four times in summer 2009.

3.5.5 (ii) National Activity

- Marketing Leeds launched its national Thought Leadership series "The Business of ...". Two events were held, the Business of Security and Protection and The Business of Retail, resulting in a PR value of £180,000.
- National digital title The Drum, organisers of the DADI Awards, committed to bringing their national awards ceremony to Leeds for a further three years.
- Marketing Leeds extended its print reach with a total of 800,000 Marketing Leeds publications being distributed nationally creating 2.4 million opportunities to see key Leeds messages.

- Marketing Leeds provided marketing and PR support to Leeds City Council in their successful application to be a host city for the England 2018 bid.
- Working with Financial Leeds and Locate in Leeds, Marketing Leeds supported the Financial Times “Doing business in the Leeds City Region” supplement in March 2010. The publication showcased the city to a business audience and was specifically created in time to be circulated at both MIPIM and during Leeds in Barcelona. The publication has a national circulation of 155,000 and 450,000 internationally.

3.5.5 (iii) City Festivals

The City festival model was fully established in 2009 with the delivery of six festivals, including three cornerstone events in association with Leeds City Council:- Leeds Loves Food, Festival Leeds and Leeds Shopping Week. Achievements included:-

- Development of the ‘Leeds Loves’ brand.
- Application of the model to two major sporting events, extending their economic impact – the Carnegie World Club Challenge (Leeds Loves Rugby) and the Ashes Test (The Ashes Festival in Leeds).
- The Ashes Festival in Leeds generated additional spend of £3.7m in the city (source: Yorkshire Forward Headingley evaluation phase 1 economic impact report, November 2009) and won the England Cricket Boards “Best integrated marketing campaign”.
- Leeds Shopping Week was cited by the Economist as a positive way of improving footfall on the British High Street.
- The City Festivals programme generated £2.6 million PR value.

3.5.6 In 2009 Marketing Leeds launched its first social media campaigns. Key highlights included:-

- Creating the Worlds first ever restaurant review competition via Twitter resulting in coverage of Leeds Loves Food in the Times.
- Implementing a campaign around Leeds Shopping Week resulting in an inbound enquiry from Nat Mags (owners of Cosmopolitan, Glamour, Marie Claire etc) which has led to a partnership for the 2010 shopping festival.
- Hosting Spain’s foremost bloggers as part of Leeds in Barcelona resulting in extensive positive coverage and the establishment of collaborative projects between the two cities blogging communities.

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. During the course of the year it was agreed the following factors could be effectively measured monitored and evaluated:-

- Advertising Value Equivalent (AVE) of positive press coverage and resulting PR value generated.
- Circulation and resulting potential audience.
- Number of Champions supporting Marketing Leeds.
- Private sector hours contributed in support.

3.6.2 As can be seen above, this year Marketing Leeds began to measure clearly, consistently and honestly as many aspects of its work as possible with the following key measurable results being achieved:-

- Marketing Leeds generated £1.9 million AVE of positive press coverage which equates to a PR value of £5.7 million.
- Press coverage had a circulation of 165 million globally reaching a potential audience of 495 million.
- A total of 800,000 Marketing Leeds publications were distributed nationally, creating 2.4 million opportunities to see key Leeds messages.
- The number of Leeds Champions increased from 60 to 77.
- The Marketing Leeds Board and Advisory Board gave over 456 hours to Marketing Leeds in the year, equating to a combined total of 11 working weeks.

3.6.3 In addition perception research is carried out every 3 years. This research is scheduled to take place again in the current financial year and will be reported in the next annual report to the Executive Board.

3.6.4 Further detail of all of these areas of activity can be found in the Marketing Leeds Annual Review 2010. Copies will be provided to individual members of the Executive Board.

4.0 Future Activity

A copy of the Marketing Leeds Activity Plan for the current financial year is attached at Appendix 1

Marketing Leeds had anticipated a similar level of funding from all 3 sources for the current financial year, however, it should be noted that Marketing Leeds are currently in discussion with Yorkshire Forward and have agreed a proposed reduction of £100,000 in this financial year. This proposal is currently awaiting approval from central government.

Once the level of funding for this year is known the activity plan may need to be reviewed.

5.0 Implications For Council Policy And Governance

5.1 There are no specific implications for Council Policy and Governance.

6.0 Legal and Resource Implications

- 6.1 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.

7.0 Conclusions

- 7.1 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.

8.0 Recommendations

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

Background Papers:

Marketing Leeds Activity Plan 20010/11 (Appendix 1)

Marketing Leeds Annual Review 2010