

## **Scrutiny Board (Sustainable Economy and Culture)**

### **Marketing and promotion of the city**

#### **Terms of reference**

#### **1.0 Introduction**

- 1.1 At the beginning of the year, members of the Sustainable Economy and Culture Scrutiny Board decided that they wished to carry out an inquiry into the marketing and promotion of the city. This fits strongly with the Vision for Leeds 2011 to 2030 ambition for Leeds' economy to be prosperous and sustainable, and with the revised City Priority Plan priorities for 'best city for business'
- 1.2 Before scoping the inquiry, the Board invited the recently appointed Chief Executive of Marketing Leeds, Lurene Joseph, to attend the Board's meeting in September. Lurene set out her initial assessment of the position of Marketing Leeds and the city and the mandate to drive inward investment for the future benefit of the city.
- 1.3 Following this introductory discussion, a working group meeting was held on 11 October with the council's Chief Economic Development Officer to scope the Board's proposed inquiry.
- 1.4 We discussed the importance of all partners working together to develop and grow the city's economy and generate employment opportunities. At the same time we recognise that the city's cultural offer is an important factor in contributing directly to employment opportunities; influencing inward investment decisions; and in making the city an attractive place to live and visit.
- 1.5 We acknowledged the range of significant schemes that are currently in progress in the city (for example the Arena, Trinity, Trolleybus). However, given the long lead in times for development and delivery, and the prospect of ongoing economic recession, we agreed that our key question was "what should we be doing as a city now to attract and retain the next tranche of investment?"
- 1.6 We decided that there would be two strands to our inquiry – economy and culture – and that in both cases we would ask the following set of questions:
  - Where are our strengths and weaknesses?
  - What is our offer?
  - Where shall we target for future growth?
  - How do we compare with other cities?
  - How do we get people on board now?
  - How do we retain what we already have?

## **2.0 Scope of the inquiry**

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on:
- what we should be doing as a city now to attract and retain the next tranche of investment;
  - Working together to promote inward investment and the cultural offer in Leeds.
- 2.2 The Board hopes that its findings will provide a timely and positive contribution to the achievement of our ambitions to be the best city for business.

## **3.0 Comments of the relevant director and executive member**

- 3.1 Scrutiny Board procedure rules require that the Board consults with the relevant Executive Member and Director on the terms of reference for its inquiries. Any views will be communicated to the Board.

## **4.0 Timetable for the inquiry**

- 4.1 The inquiry will take place in January and February 2013.
- 4.2 The inquiry will conclude with the publication of a formal report setting out the board's conclusions and recommendations.

## **5.0 Submission of evidence**

### **5.1 Scrutiny Board meeting – 24 January 2013**

The evidence for this session will address the following questions with reference to the economy and inward investment:

- Where are our strengths and weaknesses?
- What is our offer?
- Where shall we target for future growth?
- How do we compare with other cities?
- How do we get people on board now?
- How do we retain what we already have?

### **Scrutiny Board meeting – 21 February 2013**

The evidence for this session will address the following questions with reference to promotion of the city's cultural offer:

- Where are our strengths and weaknesses?
- What is our offer?
- Where shall we target for future growth?
- How do we compare with other cities?
- How do we get people on board now?
- How do we retain what we already have?

The board will then consider emerging conclusions and recommendations to inform the production of the final inquiry report.

### 5.3 Witnesses

The inquiry will be supported by officers from the City Development Directorate. Other witnesses will be invited as appropriate, for example from Leeds and Partners (formerly Marketing Leeds), Welcome to Yorkshire, the universities and other local authorities.

## 6.0 **Equality, Diversity and Cohesion and Integration Issues**

6.1 Where appropriate, all terms of reference for work undertaken by the Scrutiny Boards will include  
To review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the council's Equality and Diversity scheme, and on the council's Cohesion and Integration Priorities and Delivery Plan.

6.2 The objectives of this inquiry particularly reflect the following equality focus from the council's Equality Improvement priorities:

Increase access to employment opportunities and up-skill the workforce

## 7.0 **Monitoring Arrangements**

7.1 Following the completion of the scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for monitoring the implementation of recommendations.

## 8.0 **Measures of success**

8.1 It is important to consider how the Board will deem whether its inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.

8.2 The Board will look to publish practical recommendations.