

**Report of the Director of City Development**

**Report to the Executive Board**

**Date: 17 July 2013**

**Subject: Tour de France Grand Départ 2014**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): All	<input checked="" type="checkbox"/> Yes	<input 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. The Tour de France is the largest annual sporting event in the world, attracting a global audience. Welcome to Yorkshire and the Yorkshire local authorities (led by Leeds City Council) successfully bid to bring the start (Grand Départ) of the Tour to Leeds and Yorkshire in July 2014. The objective was not just to bring a spectacular event to the UK but also to showcase to the world the towns, cities and rural areas of Yorkshire and build a legacy for cycling and tourism in the region. In 2007 it is estimated to have brought £88m economic impact to London and £35m worth of equivalent advertising coverage. Our ambition is to exceed that economic benefit for the region. Hotel bookings are already strong and there is positive local, national and international interest.
2. The scale of the event is huge with 200 riders, 2000 vehicles and up to 5000 officials and press staff. It attracts an audience of around one million people a day to the event and is broadcast worldwide with an audience in the billions. It is a complex, challenging and costly event to deliver and discussions with Government have led to the agreement of a budget and the establishment of a new organisation, TDF 2014 Ltd, to oversee event delivery. Leeds, on behalf of the Leeds City Region and Sheffield City Council will act as the legal body for the company which will be chaired by ex-UK Sport Chair, Sir Rodney Walker. The Leader of the Council and the CEO of Welcome to Yorkshire will both take Vice chair roles. A parallel Grand Départ and Legacy Board which will focus on legacy, tourism and the cultural festival will be chaired by the CEO of Welcome to Yorkshire.

3. Detailed work is underway on developing a lasting cycling legacy in the city, a 100 day cultural festival and tourism strategy.

## **Recommendations**

4. That the Executive Board:

- (i) Approves the creation of a new company, TDF 2014 Ltd, jointly with the Government to oversee the delivery of the Tour de France while in the UK. UK Sport, the Government major sport event agency, will be the first member and Leeds will be the second and only other member of the company on behalf of the other local authorities;
- (ii) Approve the principle that Leeds City Council will act as the accountable body for the new company and underwrite the £11million of Local Authority contributions (of which £3.6million is from Leeds City Council) thus unlocking the £10million of Government funding and Government underwriting the event subject to final confirmation from government and parliament.
- (iii) Delegates authority to the Chief Executive, in consultation with the Leader of the Council and Lead Cabinet Member for Leisure, the authority to work on the detail of TDF 2014 Ltd agreement for the benefit of Leeds and other local authorities; and
- (iv) Approves the financial and contractual requirements of the Grand Départ of the Tour de France, subject to final confirmation from government and parliament, as set out in the paper.

## **1.0 Purpose of this report**

- 1.1 This report seeks approval from the Executive Board for the financial, contractual and organisational requirements to deliver a successful Grand Départ starting in Leeds in July 2014. This includes establishing a joint venture delivery vehicle between UK Sport and Leeds City Council on behalf of the local authority partners. The report also proposes to delegate authority to the Chief Executive, in consultation with the Leader of the Council and Lead Cabinet Member for Leisure, to work on the detailed arrangements for the benefit of Leeds and other local authorities.

## **2.0 Background information**

- 2.1 The Tour de France is the largest annual sporting event in the world attracting a global audience. Welcome to Yorkshire and the Yorkshire local authorities (led by Leeds City Council) successfully bid to bring the start (Grand Départ) of the Tour to Leeds and Yorkshire in 2014. The objective was not just to bring a spectacular event to the region but also to showcase to the world the towns, cities and rural areas of Yorkshire and to build a lasting legacy for cycling and tourism.
- 2.2 Hosting the Grand Départ in 2007 generated an estimated £73 million of economic benefit to London and £15 million to Kent<sup>1</sup>. A further £35 million was generated in publicity (over 20,000 pieces of media coverage). Over 3 million spectators attended the event across London and Kent with more than half of these coming from outside London and another 10% travelling to London from overseas. Day visitors spent on average £26 in London and £19 in Kent.
- 2.3 With the basic requirement of up to 10,000 bed nights of accommodation for teams, logistics and media for between 7 and 10 days and the increased interest in cycling as a result of the Tour in the UK, it is anticipated that Yorkshire will surpass the benefits to London in 2007.
- 2.4 For 2014 there will be a full impact assessment carried out and benefits are already being evidenced with strong hotel bookings and significant interest from cycling communities across the world. Since the announcement of the bid's success in January 2013 local interest has been high and many communities are coming forward to find out how they can engage with the event.
- 2.5 This report is being presented as a late item to July's Executive Board following the conclusion of the Council's discussions with UK Sport on the governance and financial arrangements earlier this week. In view of the need to progress the governance arrangements it is considered important that Executive Board approves the principles outlined in this report as soon as possible so they can be implemented.

---

<sup>1</sup> REPORT to Transport for London by Social Research Associates

### **3.0 The Grand Départ**

- 3.1 The UK will host the Grand Départ on 5<sup>th</sup> to 7th July 2014. There will be 200 riders supported by a team of about 5000 staff and press. Preceding the race each day is a 'publicity caravan' of about 180 vehicles which will travel the route handing out advertising materials. This is hugely popular in France and the caravan can take up to 45 minutes to pass a single location.
- 3.2 **Stage 1** will depart Leeds from outside the Town Hall on 5th July in a neutral (none racing) start and progress to Harewood House for a ceremonial start with the racing start being just outside Harewood House. The route then goes through Otley into Bradford, North Yorkshire and finishes on The Stray in Harrogate.
- 3.3 **Stage 2** starts in York on 6th July and travels through North Yorkshire, Bradford, Kirklees, Calderdale, Derbyshire and finishes in Sheffield.
- 3.4 **Stage 3** is proposed to start in Cambridge on 7th July 2013 and progress through to the M25 and taking a route through the Olympic Park along the Thames, finishing on the Mall in front of Buckingham Palace.
- 3.5 There is work underway to model the anticipated crowds. The ambition is to attract over one million visitors a day. This work, funded by UK Sport, is being carried out by Steer Davis Gleave, in partnership with Highways specialists. It follows similar work produced for 2012 which proved significant in event management, spectator arrangements and public communications. The outcomes of this work will be shared with local authorities as soon as it is available and will support the development of the transport plan for the event.
- 3.6 The Assistant Chief Constable of West Yorkshire Police is leading the work on behalf of the police forces on the route. Positive discussions have also been held with the three Police and Crime Commissioners for North, South and West Yorkshire to plan for a safe and secure event.

### **4.0 The Spectator Experience**

- 4.1 It is vital that those who wish to attend, as well as those who do not, have a great experience and a detailed communications strategy is in production to ensure this. Also in plan are a range of spectator hubs along the route where people can congregate safely, enjoy the race when it goes past and engage in a range of other family-focussed activities during the day. In Leeds it is proposed that these hubs will be organised on Scott Hall playing fields, Harewood House and in Otley. Discussions are also underway with Leeds Grammar School, who are interested in organising an event. The location of these spectator hubs will be finalised once the crowd modelling work identifies the best way to ease congestion along the route. At this point, discussions will take place with ward members before any final decisions are made. Following the great experiences during the 2012 Olympics and Paralympics the Government agree that the spectator experience is vital to the event and so are allocating some of their funding to supporting Yorkshire authorities deliver a good spectator and non-spectator experience.

## 5.0 Governance and event delivery

- 5.1 To deliver such a significant event across so many diverse geographies requires a strong governance structure. The Government is keen to establish a new company limited by guarantee (TDF 2014 Ltd) that would act as a joint venture between Leeds City Council, on behalf of the other authorities, and UK Sport to deliver the event. This company will have a Board, chaired by ex-UK Sport Chair, Sir Rodney Walker. There will be two deputy chairs: the Leader of Leeds City Council and the CEO of Welcome to Yorkshire. Further places will be taken by North Yorkshire County Council, two independent members, UK Sports, British Cycling, Transport for London and Cambridge City Council. The Police will also attend the meetings by invitation.
- 5.2 The new company will have a CEO with significant experience of project management and/or events and many staff across authorities and Welcome to Yorkshire will be part of the 'virtual delivery team'.
- 5.3 A parallel Grand Départ and Legacy board, chaired by the CEO of Welcome to Yorkshire, will focus on legacy, culture and tourism. There will be sub-boards on cycling legacy chaired by City of York Council and on the Cultural Festival chaired by the Earl of Harewood.
- 5.4 Welcome to Yorkshire will manage the vital relationship with the TDF organisers ASO and drive the tourism work which is fundamental to a successful event. They will also lead on the delivery of the opening ceremony, key events leading up to the Grand Départ as well as branding, and PR. They will work closely with local authorities to ensure maximum lasting benefit is gained from the event for businesses and local people.

## 6.0 Legacy

- 6.1 Fundamental to a successful Tour de France in Yorkshire will be a strong legacy. A full report outlining the current work and future plans will be presented at a later date. A brief summary of the work is contained here. There are three elements to the legacy plan: cycling, tourism and culture.
  - **Cycling legacy** - York are leading the region on a cycling strategy which aims to improve facilities and safe cycle routes, encourage more people especially women and families to cycle and maximise the health advantages of greater physical activity. Leeds City Council has entered into a 3 year partnership with British Cycling and is working closely with them to develop strong legacy plans across the region. For Leeds, the first element of the legacy was the Skyride on the 7<sup>th</sup> July in Leeds where thousands of people came to the city centre to enjoy a traffic free cycle ride. Leeds has trained over 20 local ride leaders who will lead cycle rides along 25 approved routes in the city. A number of these will be for women only. There are also discussions to introduce 'health rides' which will operate in a similar way to health walks which have proved successfully in the city. A Cycle City Ambition bid, led by Metro is currently being considered by government.

- **Tourism strategy** – The partners plan to use the Grand Départ as a catalyst for the development of a Yorkshire Tourism Strategy, which the region will commission Welcome to Yorkshire to deliver after 2014. The objective of this will be to deliver a long-term, sustainable increase in tourism within the region.
- **Culture** – Culture is vital to building vibrant and strong places so a 100 day festival is planned in the lead up to, and during, the Tour to generate interest and animate the region. A £1million bid to the Arts Council has been successful and commissions for major new works will be part of the cultural festival. A Director of the Cultural Festival will be appointed in the next month by Welcome to Yorkshire, who are managing the Festival. Ideas are being submitted to Welcome to Yorkshire for large commissions and Leeds City Council are working with them to manage local, smaller commissions and are receiving ideas on events and activities from a range of local organisations.

## **7.0 Corporate Considerations**

### **7.1 Consultation and Engagement**

- 7.1.1 Welcome to Yorkshire are leading the consultation and a roadshow travelled through the region in April and May meeting hundreds of individuals, businesses and organisations to explore what the Grand Départ is and what opportunities are available.
- 7.1.2 Consultation with local cycling groups and specialists is progressing as well as is work with a wide range of interested parties. Over 15,000 volunteers have registered interest on the Welcome to Yorkshire website.
- 7.1.3 Leeds is supporting Welcome to Yorkshire on business engagement, working with UKTI to establish opportunities for trade and investment.

### **7.2 Equality and Diversity/Cohesion and Integration**

- 7.2.1 The Tour de France is a significant event and it is important that people are able to engage with the event even if it is not going past their house or business. Work is on-going to consider access issues around the event itself and the creation of safe viewing places. The cycling legacy plan has a strong focus to enable all who want to have a go at cycling to do so; Skyrides and similar events are also planned that will include routes for adapted bikes.
- 7.2.2 An equality impact assessment will be carried out now the details of the governance and funding are known.

### **7.3 Council policies and City Priorities**

- 7.3.1 Attracting the Tour de France to Leeds underlines the city as a venue for global events which is a key element of our 'Best City' ambition. It will support the health and family agenda, Leeds as a tourist destination, business engagement and greater understanding of Leeds as a cultural hub.

## 7.4 Resources and value for money

7.4.1 Leeds has played a major role in defining the budget for the event working to UK Sport's template. Significant negotiation has taken place with Government to reach an agreed budget. Government funding will ensure spectators and non-spectators enjoy a safe and engaging event.

7.4.2 Overall Expenditure on Event Delivery:

Description	Cost
Bid related and preparatory costs	3,500,000
Central costs	4,845,095
Spectator enhancement <sup>2</sup>	1,918,000
Stage 1	3,234,000
Stage 2	3,870,134
Stage 3	1,608,750
Contingency	2,000,000
<b>Total</b>	<b>20,975,979</b>

7.4.3 Overall funding of Event Delivery:

Description	Amount
Local authorities	11,039,776
Government	9,936,203
<b>Total</b>	<b>20,975,979</b>

7.4.4 Costs to Leeds City Council:

7.4.5 The Executive Board in October 2012 agreed a budget of £3.612m for the delivery of the Grand Départ in Leeds. Since then, working with the UK Sport budgeting processes, the budget has been developed further as greater detail has become available about the route and the expectations. The costs below are still estimated and will be continually developed as the event management plan and transport plans are developed. It is still proposed to stay within the budget allocated by Executive Board in October 2012. Similar budgets are being developed for of the other local authorities and will be agreed through their formal processes.

7.4.6 Leeds will be the regional centre and main host for the Tour de France and the Grand Départ, which includes 5 to 7 days of activation ahead of the actual start of the race. As a result Leeds is funding Welcome to Yorkshire for their support in liaising with the organisers (the ASO) and ensuring the event is a success. Leeds

---

<sup>2</sup> This funding is for activity in Yorkshire as the Spectator enhancement for Stage 3 is included within the Stage 3 allocation

will incur greater costs to meet the requirements of the large number of visitors, sponsors and teams.

7.4.7 The current event delivery budget breakdown for Leeds is as follows:

<b>Description</b>	<b>Costs</b>
Contribution to bid and preparatory costs	1,300,000
Specific activity for the Grand Départ in Leeds	624,500
Start Costs including stewards, event management, the Village, toilets, barriers, cleaning, water and power	396,000
Route costs (from the start to Leeds city boundary)	129,706
Highways repairs specifically required for The Tour	400,000
Contingency	119,794
<b>Total</b>	<b>2,970,000</b>

7.4.8 The allocation for Highways works within this budget is in addition to the general highways maintenance budget. There will be spend on the route from this general maintenance budget as part of the annual programme. However there is this specific allocation for race related works in the Tour de France budget (above).

7.4.9 Leeds will benefit from the government funding which will support a good spectator experience, a coherent volunteering strategy, staffing and core radio communications between stewards, volunteers and staff across an area where there is not a strong or consistent signal. An estimate of the value of government funding for Leeds is £1,019,308.

7.4.10 Overall Legacy Costs:

In addition to event delivery there are also costs associated with ensuring a strong legacy across tourism, cycling and culture. The contribution to these costs are currently proposed as follows

<b>Description</b>	<b>Costs</b>
Contribution to WTY ASO Liaison and tourism work	540,000
Contribution to Cycle Strategy managed by York	5,000
Cycling Legacy	97,000
<b>Total</b>	<b>642,000</b>



7.4.11 The total budget for Leeds remains £3,612,000.

## **7.5 Legal implications, Access to Information and Call In**

7.5.1 The report is subject to call in.

7.5.2 Legal Services are currently working with UK Sport on the legal arrangements for the new organisation. It is proposed that the Chief Executive, in consultation with the Leader of Council and Lead Cabinet Member for Leisure, is given responsibility to approve these arrangements.

7.5.3 In principle commitments have been made by Local Authorities to support the bid and contractual and financial arrangements with them are being finalised

## **7.6 Risk Management**

7.6.1 A full risk register has been created for the delivery of the Tour de France which will be reviewed weekly by the project team and formally at the Tour de France Project Board on a bi-monthly basis. The key risks are:

- security and safety of spectators
- finalising the legal arrangements with UK Sport
- the creation of the new organisation
- appointment of the CEO
- all local authorities and police to agree to their budget and in kind commitment which will be addressed by all authorities completing their contractual and financial arrangements referred to in 7.5.3 above
- identifying and meeting the needs of ASO

## **8.0 Conclusion**

8.1 The initial budget approved by Executive Board in October 2012 is on track. It is anticipated that specific allocations may change as further information becomes available but that the event can, at this stage, be delivered within budget. In October/November the organisers ASO, will finalise the arrangements and it will provide greater surety on the budget required. The delivery team are working to ensure value for money on all aspects of the delivery.

8.2 The establishment of a company limited by guarantee will provide a vehicle to ensure a coherent and consistent event as it travels through the UK. Leeds City Council, working on behalf of the Leeds City Region and Sheffield City Council, will partner with Government in the organisation. Subject to Member approval these arrangements provide a sound basis for the safe delivery of the event.

## **9.0 Recommendations**

9.1 That the Executive Board:

- (i) Approves the creation of a new company, TDF 2014 Ltd, jointly with the Government to oversee the delivery of the Tour de France while in the UK. UK Sport, the Government major sport event agency, will be the first member and

Leeds will be the second and only other member of the company on behalf of the other local authorities;

- (ii) Approve the principle that Leeds City Council will act as the accountable body for the new company and underwrite the £11million of Local Authority contributions (of which £3.6million is from Leeds City Council) thus unlocking the £10million of Government funding and Government underwriting the event subject to final confirmation from government and parliament.
- (iii) Delegates authority to the Chief Executive, in consultation with the Leader of the Council and Lead Cabinet Member for Leisure, the authority to work on the detail of TDF 2014 Ltd agreement for the benefit of Leeds and other local authorities; and
- (iv) Approves the financial and contractual requirements of the Grand Départ of the Tour de France, subject to final confirmation from government and parliament, as set out in the paper.

## **10.0 Background documents<sup>3</sup>**

10.1 None

---

<sup>3</sup> 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.