

**Report of: Director of City Development**

**Report to: Executive Board**

**Date: 17 October 2018**

**Subject: Major Events in Leeds**

Are specific electoral wards affected? If yes, 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: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

### Summary of main issues

1. Leeds has developed a really strong national and world reputation for delivering world class events. With tens of thousands of residents and visitors thronging the streets at events such as the Triathlon, Light Night and Tour de Yorkshire our events programme gleans both local and national coverage. As one example of many, this year Light Night was listed in the Guardian alongside Paris, Washington and Toronto as a must-see festival for the autumn.
2. Looking forward to 2019, in addition to the existing events programme, Leeds will host, matches in the Cricket World Cup featuring England, West Indies, India and Pakistan amongst others, an Ashes Test Match, and the start of the elite men's road race as part of the Cycling World Championships. It will be the busiest year for events that the city has seen.
3. As part of the desire to secure and further develop the wider Culture and Sport events offer a bid was submitted to the Leeds City Region Business Rate Pool (BRP) entitled "Transforming Leeds events". The bid sought to secure funding over the next 3 years in order to provide added value to the curation and provision of major events in Leeds as well as providing support to secure existing events and for Leeds 2023.

4. In August 2018 the Council was notified that its bid for £1.6m was successful. This report outlines the basis of the bid as well as ongoing work programmes to deliver major events.

## **Recommendations**

Executive Board is recommended:

- (i) to note the successful bid to the Business Rate Pool and to note that this has secured the World Triathlon Series in Leeds for a further 2 years, 2019 and 2020;
- (ii) to authorise the Chief Officer, Culture and Sport to enter an agreement with British Triathlon to this end;
- (iii) to request the Director of City development to return to Executive Board next month with details of Leeds bid to be a host of the Rugby League World Cup in 2021.

## **1. Purpose of this report**

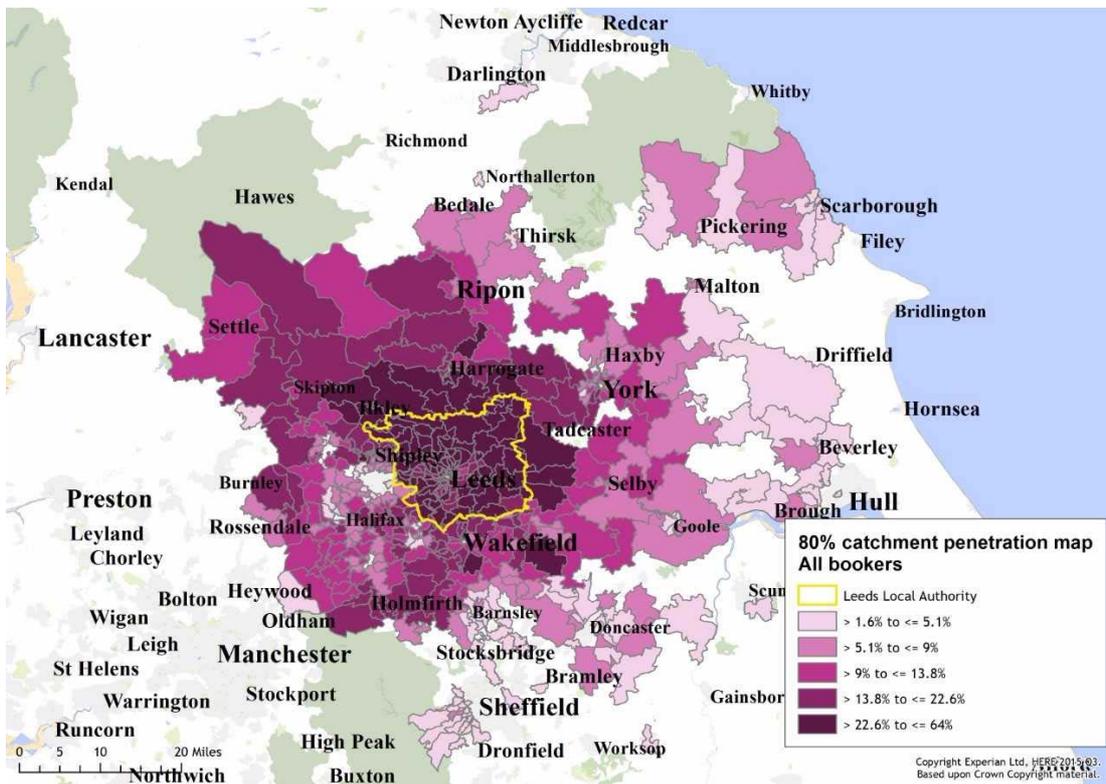
- 1.1 The purpose of this report is to update Executive Board on a successful bid to the West Yorkshire Business Rate Pool “Transforming Leeds events.”

## **2. Background information**

- 2.1 Major events in Leeds create a range of social and economic benefits from visitor spend, media profile, and opportunities for residents to take part alongside elite athletes.
- 2.2 The Tour de France Grand Départ 2014 in Leeds, Yorkshire, Cambridge, Essex and London over three days was watched at the roadside by crowds of 4.8million people and generated approximately £130m for the UK economy. The 2018 Tour de Yorkshire, which finished in Leeds city centre, was watched by 2.6million people over four days and boosted the Yorkshire economy by £98m.
- 2.3 There are also benefits from these events which are more than just the economic case. ‘Pride’ is something very difficult to measure but when in excess of 2m people came onto the streets of Yorkshire to view the Tour de Yorkshire it is certainly something that cannot be ignored. In addition we have seen a significant increase in people cycling which is obviously excellent news both for the environment and for people’s individual health. The men’s road race next year will be broadcast live across the world via the BBC, showcasing the city and Yorkshire to millions across the globe. It is difficult to measure the direct causal impact of this element in terms of how many new tourists/visitors we get as a direct result but we are currently working through ways of doing this better, alongside transport providers and the online travel sites where these things can be mapped.
- 2.4 there are other knock-on effects outside of the direct economic benefit. The city’s support of cycling has directly led to a £1.2m investment from British Cycling and Sport England into Middleton Bike Park which has seen 200 000 rides since opening earlier this year. Since 2015 over £60million has been invested in cycling infrastructure in Leeds and the wider region. This includes City Connect 1 and 2 to create a Cycle Superhighway between Leeds and Bradford and the region. City Connect 1 has already been used for more than 700,000 cycling journeys since it opened in 2016.
- 2.5 The number of cyclists entering the city centre at peak times in Leeds has risen by 178% since 2004. Cycle club membership is rising, with 12 Yorkshire Bike Libraries in Leeds, 216 schools with bike storage facilities and over 9,000 children given Bikeability training each year.
- 2.6 The demands of developing and creating high-profile, safe and high quality events with this level of positive impact is significant. It is also challenging in terms of costs.
- 2.7 Leeds City Council has been successful in securing £1.6m of funding from the BRP, where one of the main bid criteria related to cultural events and those that had a reach to the wider city region. The funding helps support existing council

commitments and provides significant confidence moving forward in terms of the development of a wider events portfolio and inward investment approaches.

- 2.8 The “Transforming Leeds Events” Programme is composed of a coordinated series of events and activities that will transform the events environment in Leeds in the short, medium and long term.
- 2.9 By bringing together activity and programmes over the next 3-5 years, it will see Leeds embedded as an international city for culture, sport and events. In addition to the direct economic impact in terms of visitor economy and inward investment the project will enhance the city’s ability to engage young people and tackle health and social inequalities.
- 2.10 By combining economic, educational, health, cultural and social outcomes it offers a comprehensive approach to place-making for the UK’s third largest city.
- 2.11 The BRP application overall was grounded in 12 months of in depth tourism and audience research and is informed by the city’s recent track record in hosting major sporting events. The city has seen growth in business tourism and conferencing but performs behind competition from Manchester, Newcastle/Gateshead and Liverpool on leisure visitors. Research shows that this is partly down to perceptions and a lack of awareness of Leeds offer. Online research also shows that 61% of city break visitors rate cultural activity as an important driver to attract new, out of region, higher spending visitors to the Leeds city region.
- 2.12 The build up to Leeds 2023 an international year of culture will be complemented by some of the UK’s top sporting events with the opportunity to coherently market Leeds and its regional partners to a national, international and broadcast audience worldwide.
- 2.13 The project is focussed on audiences and spectators the impact is significantly also across West Yorkshire as illustrated, for example, by the analysis of 600,000 current box office records in Leeds which show benefit to the whole of the City region with over 50% of ticket sales and income generated from beyond the city as per the diagram below.



### 3. Main issues

- 3.1 The bid itself was made up of a number of component parts and were designed to address a number of opportunities.
- 3.2 Sporting events and cultural programmes create value for a place - but this value is not always returned in cash terms to the direct benefit of the organisations that create it. For instance, the World Triathlon Series brings thousands of participants to the city but the spend this generates goes to hotels, restaurants and their supply chains does not return direct to the event organisers (or the Council), thereby preventing organisers from reinvesting it to create further value. The justification for a public funding intervention is that it taps into the increased benefits that such as the hotels and restaurants accrue, through a call on business rates.
- 3.3 Whilst this rationale could apply to all non-commercial cultural and sporting activity that creates additional value, there are additional contexts specific to Leeds:
- 3.4 Culturally the city underperforms in terms of perception as evidenced by our recent visitor survey. It has remarkable cultural offerings on a par with any UK city. Home to the first ever moving image, the only city outside London with its own opera and ballet companies, and hosting Europe's oldest West Indian Carnival.
- 3.5 In terms of sporting events, Leeds lacks both major multi-sports stadia and (currently..) the benefits and profile of a premier league football team. As things stand, the third biggest city in the UK does not access the astonishing global reach of the Premier League and as such underperforms in terms of national and international perception from this compared to, for instance Madrid, Barcelona, Milan or Huddersfield.

- 3.6 In the case of cricket, the development of Headingley Stadium has helped secure test matches, the Ashes, one day internationals and the Cricket World Cup. Recent meetings with the English Cricket Board confirm the competition to host is only going to get more intense and if Leeds wants to secure future matches then the ability of YCCC to work alongside the city in creating a compelling event offer across the whole city is going to be critical.
- 3.7 The visitor profiling study backs up this narrative. Visitors to Leeds are currently visiting on a day basis (77% of respondents in the survey were visiting for the day and were predominantly from the Yorkshire Region - which typically have a lower spend / value.) Attending events and arts festivals is a key activity undertaken as part of a visit to Leeds, with almost 25% of visitors in the study reporting they would be attending an event or festival as part of their trip. For non-visitors to the city, the biggest barrier preventing a visit is a high level of uncertainty regarding what there is to see and do in the city and having enough to do whilst here (70% on respondents to an online survey who had not visited Leeds before said they had not visited Leeds before because they were not sure what there was in Leeds to see and do. We can capitalise on the transforming of events by encouraging repeat visits, convert day visits into overnight stays and overall increase length of stay and ultimately spend, attracting new / first time visitors which will all have a positive effect on the local economy.
- 3.8 Additionally, until recently Leeds has struggled to achieve significant private sector sponsorship/investment into its cultural and sporting product. Despite some recent success the national and international sporting-sponsorship market is now largely flat (as confirmed by UK Sport). The withdrawal at short notice of the previous headline sponsor of the World triathlon Series illustrates this. Whilst a new headline sponsor has been secured (AJ Bell) overall sponsorship targets have not been achieved.
- 3.9 The city European Capital of Culture bid bucked the trend with over 30 local and regional businesses backing the bid. Investment into Leeds 2023 from the Business Rate Pool will help to continue this upward trend.
- 3.10 In light of this the key component parts of the BRP bid were;
- 3.10.1 International visitor marketing  
From Autumn 2018, through Visit Leeds, we will expand the city's links with global partners. These might include Booking.com, Google, Visit Britain, P&O Ferries, Leeds Bradford Airport and other airlines. The city will use the national 'GREAT' campaign to help the city reach out post Brexit. Marketing and PR activity will be tracked and monitored to evaluate an increase in the numbers of international visitors and overnight stays. Campaign activity will use cultural and sporting 'product' to focus on Visit Leeds' digital channels and those of our partners in target international markets. These outputs will include, web analytics, engagement across all social media channels. It will include content syndication with Visit Britain and key travel partners such as P&O Ferries and Jet2 and match funded campaigns. It would be expected to see a 20% increase in web traffic from target international countries and a subsequent increase in engagement across social channels. In addition we would expect to host additional press and familiarisation trips to support our international content strategy.

### 3.10.2 Event Activation

There is a strong desire to further build on the tremendous success the city has had in hosting world class events. The city has a fabulous reputation for being a proactive and fully engaged partner. One of the areas that makes big world class events special is activation by making the overall experience special and memorable for spectators.

In 2014 to celebrate the Tour de France the city dressed its largest statue, the Black Prince in city Square, with a yellow jersey. This became an iconic image of the event in Leeds and helped promote a strong, playful image of the city.

The BRP bid aims to build on this with 2019 providing a strong opportunity to do so.

2019 is set to be an extraordinary year for major international sporting events hosted in Leeds: four fixtures of the ICC Cricket World Cup in June and July; Ashes Test Match as England take Australia in August; the UK race of the World Triathlon Series returning on 8-9 June; and the UCI Road World Championships which takes place in Yorkshire over nine days in September.

Building on the success of previous major sporting events in Leeds as well as the internationally-recognised sports clubs and athletes the city boasts and world-class facilities such as the Leeds Triathlon Centre and Leeds Diving Centre, 2019 provides an opportunity to celebrate and promote Leeds as a true city of sport as well as a vibrant and thriving city in which to visit, live and invest.

A marketing and communications strategy for major international sporting events in 2019 will ensure we maximise this opportunity and raise the profile of Leeds and increase local engagement, through proactive PR and a high impact visual campaign.

The BRP bid aims to create multiple versions of the 'yellow jersey' type interventions to drive social media interest.

Furthermore it will support wrap around activity such as street festivals – with a three day festival around the World triathlon series in June now being planned.

This activity aims to increase the participation of families and also expand dwell-time in city centre. Investment will specifically support Light Night in 2018 and in 2019 will also include animating and supporting events such as those upcoming in 2019 namely , Cricket World Cup , World Cycling Road Race Championships and World Triathlon Series.

The opportunity to animate the city, through city-dressing and street festivals can not only develop a sense of place for those watching but offers residents an opportunity to take part themselves in cultural activity.

### 3.10.3 Securing major events

Funding has help secure and develop, the World Triathlon Series event in 2019 and 2020 for Leeds - thereby including the city in an exclusive list of host cities alongside Gold Coast, Montreal, Yokohama and Bermuda. This has been against a backdrop of increasing challenges in driving up commercial revenues as part of the

overall event budget. Working directly with British Triathlon, UK Sport and the International Triathlon Union and in the light of a shrinking commercial international and national sponsorship market, the opportunity of securing the World Triathlon Series event on a longer term basis will enable us to build related event activation programmes and to develop the project into Leeds' version of the Great North Run - with potential cultural and family based activity acting as a further attraction.

Furthermore the bid also included a modest sum to help support the development of work on a bid to host matches in the RLWC2021. The Council is currently leading a consortium of stakeholders and has been successful in being shortlisted to host games. Further work is currently being undertaken and a report is to be brought forward to November's Executive Board providing details of the bid and seeking support for the final bid to RLWC2021, the outcome of which will then be notified early in the New Year.

#### 3.10.4 Leeds 2023

Investment is to be used to help develop a compelling international programme for 2023, propelling the city onto the world stage, develop and deliver 'early wins' and teasers in 2019-21 through advanced cultural programming. It will deliver comprehensive sponsorship packages and secure national funding to lever the £35m investment target. This will have clear impacts across the city region in terms of both tourism and joint programming (such as Yorkshire Sculpture International in association with Wakefield Council).

This investment through the BRP will add further to the confidence of other funders in associating themselves with the festival.

#### 3.10.5 Staffing

Bidding for, co-ordinating and developing these events requires significant human resources and an allowance to recruit a temporary post was included in the proposals.

## **4. Corporate considerations**

### **4.1 Consultation and engagement**

- 4.1.1 The bid to the BRP was undertaken with consultation with the Leader of Council and was based upon a range of comments and ongoing consultation associated with the component parts of the bid, some of which have been alluded to within the report.
- 4.1.2 The major sports events element included consultation with other West Yorkshire Authorities and the County Sports partnership (Yorkshire Sport Foundation). It also included direct conversations with key agencies such as British Triathlon, UK Sport, the England and Wales Cricket Board.
- 4.1.3 In terms of the Cultural programme, between 2015 and 2017 a full consultation was carried out with communities and within the Council regarding both the decision to bid for European Capital of Culture and the nature of that proposal. This consultation also took place within external organisations and in the press. Overall the decision to bid had c70% support with the strong condition that it must benefit the whole city. After the 'European' competition was cancelled the decision to continue was made at

full Council and support evidenced through an audience of 700 attending the announcement that the city would proceed. Discussions also took place at a West Yorkshire and regional basis which elicited the support of every local authority in Yorkshire and all the Core cities in the North of England for this initiative.

## **4.2 Equality and diversity / cohesion and integration**

- 4.2.1 The aim of the programme is very much designed to try and exploit ways to reach everyone that lives and works in Leeds. The programmes and events that are supported are inclusive at their heart both in terms of the participant as well as spectators, with for example the world sports events being free to watch.
- 4.2.2 At its heart the Leeds 2023 programme is built from our strengths as a young, diverse and growing city. A programme which responds to and reflects our communities is fundamental to the project.
- 4.2.3 The funding effectively supports and enhances existing programmes that have already had approvals and where relevant equality impact assessments undertaken. A core element of the major events programme is to reach out to the wider Leeds community as well as supporting events that match our equality aspirations eg World Triathlon Series having men's and women's elite races. Further screenings and assessments will be carried out as required as the overall programme of events develops.

## **4.3 Council policies and best council plan**

- 4.3.1 The programme directly supports a number of council outcomes and priorities. In particular the key outcomes supported include;
- Enjoy happy, healthy, active lives.
  - Enjoy greater access to green spaces and the arts.
- 4.3.2 The proposals also support the best council priorities as outlined below;
- Health and Wellbeing
  - Inclusive Growth
  - Culture

## **4.4 Resources and value for money**

- 4.4.1 The successful bid has secured an additional £1.6m towards developing the events programme. This funding is in addition to funding already committed/being spent by the Council and therefore is budget neutral.
- 4.4.2 Project monitoring arrangements will be established by the West Yorkshire combined authority with regular updates provided by officers. An internal project Board is being established to oversee the work

## **4.5 Legal implications, access to information, and call-in**

4.5.1 There are no direct legal implications arising from the recommendations of this report.

## **4.6 Risk management**

4.6.1 A project board will be established to oversee the project and as part of that process a risk register will be maintained. The Chief Officer Culture and Sport will chair the meetings.

4.6.2 Major outdoor events which affect the highways network are always challenging. Although the events create significant benefits there are nevertheless impacts on residents and businesses from diversions and road closures. Officers continually review the processes, communication and support required to allow the city to continue to function as normally as possible. In particular the impact on blue-light services are a highest priority.

4.6.3 Event risks are managed through a range of systems including the city wide and multi-agency Strategic Safety Advisory Group. The Safety Advisory Group (SAG) comprises officers from Leeds City Council and key partner organisations. The aim of the SAG is to help the local authority and partner agencies to ensure robust public safety arrangements are in place for all events. The SAG members receive and review event management documentation, returning comment via the SAG Support Team for logging and return to the event organiser to enhance their plans and arrangements. Event organisers are invited to attend SAG meetings where partners can raise any final issues relating to the event. Event organisers also have the opportunity to seek advice and expertise from the SAG partners. There are in the region of 200 events per year engaging directly with the SAG. The SAG Support Team maintain a complete diary of all events in Leeds, this provides the SAG partners with a city-wide overview of all events for awareness and planning. The SAG Support Team arrange annual briefing sessions for event organisers re event management good practice. In the two years that the SAG has been active, partner and event organiser engagement has been maintained and SAG meetings are not viewed as simply a critique/assessment process but as a forum of good practice and support for safer events in Leeds. The SAG and its associated work-streams have a maintained overview by the Strategic Safety Advisory Group, which meets quarterly.

## **5. Conclusions**

5.1 The awarding of £1.6m worth of funding has been a tremendous boost to the ongoing work of the Culture and Sport team. The funding will allow the development of new creative ideas as well as providing a secure based for Leeds to continue to provide a world class cultural and sporting events offer.

## **6. Recommendations**

6.1 Executive Board is recommended:

- (i) to note the successful bid to the Business Rate Pool and to note that this has secured the World Triathlon Series in Leeds for a further 2 years, 2019 and 2020;
- (ii) to authorise the Chief Officer, Culture and Sport to enter an agreement with British Triathlon to this end;
- (iii) to request the Director of City development to return to Executive Board next month with details of Leeds bid to be a host of the Rugby League World Cup in 2021.

## **7. Background documents<sup>1</sup>**

7.1 None.

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<sup>1</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.