

# A Framework for Delivering Major Events in Leeds

Date: 15 December 2021

Report of: Director of City Development

Report to: Executive Board

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

## **What is this report about?**

### **Including how it contributes to the city's and council's ambitions**

In recent years Leeds City Council has facilitated and delivered many successful major events from the Grand Depart of the Tour de France in 2014 to the World Triathlon Championship Series, Ed Sheeran in Roundhay Park in 2019, and the annual Light Night Festival. Major events help us tell the story of our city and the wider region on a global stage and strengthen our identity.

Major events deliver multiple benefits to the city. As an essential component of our visitor economy they attract international, national, and regional visitors both around the event itself but also in the longer term helping the visitor economy to thrive. They raise awareness of Leeds as a potential destination through domestic and international media and digital coverage.

Major events also enhance and shape the public's view of Leeds as an exciting and vibrant place to live, work, study, and invest. They present opportunities for people to participate and to volunteer as well as engaging communities in culture and sport in inclusive and accessible ways – enhancing the quality of people's lives and delivering long term impact.

In the context of recovery from Covid-19 major events have a clear role to play in supporting the economic and social recovery of the city. The recent 'Future Trends and Opportunities in our City and Local Centres' report highlighted that people will return to our city and local centres increasingly for culture and experiences.

This report presents a renewed Framework for attracting and delivering major events – the Major Events Framework - for Leeds following a review of the Council's existing events programme, first brought to Executive Board on 13th December 2017, where approval was given to host the 2018, 2019, and 2020 World Triathlon Series.

This Events Framework incorporates key principles of the Executive Report in 2017, as well as supporting other key documents (Leeds Inclusive Growth Strategy 2018 – 2023, Parks and Green Spaces Strategy, Leeds Sport and Active Lifestyles Strategy, the Culture Strategy and the recent Future Trends and Opportunities in our City and Local Centres).

This Framework focuses on how and what events we will select to host and how we will fund and deliver these events and the governance arrangements for citywide ownership of the Framework.

Approval is sought for adoption of this new Events Framework for Leeds.

## Recommendations

Executive Board is requested to:

1. Approve the adoption of the Events Framework incorporating:
  - a) a mechanism for assessing and bidding for major events;
  - b) a Framework for delivery of major events held within Leeds; and,
  - c) include an internal strategy for actively curating events within the City's parks.
2. Give approval to host the World Triathlon Championship Series event in 2022 and 2024.
3. Give approval for the Head of Arts Events and Venues to be responsible for implementing the Major Events Framework in Leeds.

### 1. Why is the proposal being put forward?

- 1.1 Members will recall that in October 2020 we set out the importance of culture and sport in our economic and social recovery. The Economic Recovery Framework committed to continuing to promote a positive, dynamic, diverse, and outward-looking image on a global stage and major events are an important part of the city's offer in this regard. As the report states, we will extend our reach around the world and our international profile to push Leeds as a fantastic place to do business. There will be more global attention as Leeds United competes in the Premier League, the most-watched sports league in the world, broadcast in 212 territories and a potential TV audience of 4.7 billion people. Sporting and cultural events and activities continue to be an important part of the city's offer. The 2021 (now in 2022) Rugby League World Cup is due to take place with Leeds hosting more games than any other city as well as being a base for six visiting nations. We were also recently delighted that the AJ Bell World Triathlon Leeds made a triumphant return to the city in 2021 and plans are underway to host the event in 2022 and 2024.
- 1.2 This new Events Framework addresses the financial challenges faced by the council by setting out a robust mechanism for assessing and bidding for major events as well as highlighting opportunities for increasing income from major events. This is in the context that in 2020, following a council wide service review, the decision was taken to remove the base budget expenditure allowance for major events.
- 1.3 External stakeholder consultation has identified a genuine desire to connect organisations across Leeds that deliver major events to benefit from shared operational skills, marketing, and communications. This in turn will create even stronger partnerships with key stakeholders in the city.
- 1.4 Importantly, it also sets out how we intend to lead the way in delivering sustainable events responding to the Council's aim to achieve net zero by 2030.

### 2. The Value of Events to Leeds

- 2.1 Leeds's major events portfolio plays a vital role in defining Leeds as a destination and delivering a range of impacts for the region and its people. Leeds has a long history of using its built heritage along with its green spaces to deliver activity for the people of Leeds.

Events such as Opera and Party in the Park at Temple Newsam House, and the live BBC transmission of Frankenstein's Wedding at Kirkstall Abbey are testament to the creative use with which our physical assets are employed. Regular events such as the Leeds International Film Festival and International Piano Competition evidence the important role events already play in the life of the City.

- 2.2 The successes of recent years including the hosting of the Grand Depart of the Tour de France in 2014, the Tour de Yorkshire and the World Series Triathlon, as well as the annual hosting of Light Night have shown the benefit a city can derive from hosting events of this scale.
- 2.3 In December 2017 the Executive Board considered a request from officers for permission to bid for the World Triathlon Series. The delivery of these events and the importance these events have had to the local economy means a more formal Framework to support delivery of significant events in Leeds would be beneficial.
- 2.4 A detailed economic impact report carried out after the 2018 World Triathlon Series event showed that over £1m was spent in the local economy. This included £318K on accommodation, £436k on food and drink and £137k on shopping with the remainder being spent on transport and several other areas. In addition to this income to the local economy, £420k was spent with local contractors on the event delivery.
- 2.5 Although similar economic impact reports haven't been carried out on other major events more recently, the World Triathlon Series report clearly illustrates the value major events bring to the local economy. In 2022, hosting the World Triathlon in June and Rugby League World Cup in October should generate over £2m into the local economy with an additional £800k spend with local contractors. These combined with a large number of national events and significant events to Leeds will bring a much needed boost to the industries that were hit the most during the height of the pandemic.
- 2.6 Major events encourage people to visit places they have never been to before. Domestic and international visitors spend on accommodation, food and beverage, entertainment, retail and other goods and services. Tourism activity can be immediate from event attendance, and also longer term as guests return to the region, or others are inspired by event coverage, in the various forms of media, to visit later.
- 2.7 In addition to tourism activity, extensive business to business transactions are required to deliver major events, such as security, ticketing, venue hire, entertainment, waste management, and many other services. When money from outside the region is spent in the region to deliver the event, there are positive economic returns from event operations.
- 2.8 Events have an important role to play in destination marketing as they can seize the imagination of the public and the media and leave a long-lasting impression in people's minds. Events play a key role in promoting Leeds's narrative and showing visitors what makes Leeds unique.
- 2.9 Events bring people together to share an interest or experience, have fun and be social. They can create and enhance a sense of community and be targeted geographically to shape the identity of a city and bring vibrancy to the region.

- 2.10 Major events provide opportunities for volunteers to develop skills and improve their career prospects. Skills gained while hosting major events can be transferred back to local community, sport clubs, and other organisations to ensure a legacy of long-term deliverability for the future. A good example of this would be the GO TRI Something New project as a result of hosting the World Triathlon Championship Series events. The project provided numerous opportunities to coach and volunteer with a wide range of people getting involved. From event organising and volunteering, to coaching weekly activity sessions and setting up clubs, the growth of grassroots triathlon in Leeds owes its success to these individuals. A group of these volunteers were officially recognised as GO TRI Ambassadors for their commitment and enthusiasm in supporting the development of triathlon in their communities across Leeds. They have become recognisable faces within the GO TRI community.
- 2.11 Events offer an opportunity to raise awareness about environmental issues and help Leeds demonstrate its experiences in this important area, as well as influence business and public attitudes and practices. A recent example of this was at Light Night Leeds where the event partnered with Leeds Loves Trees and attendees were encouraged to donate into the local tree planting initiative to offset the carbon footprint of the event through the Leeds Woodland Creation Scheme.
- 2.12 Events can provide opportunities for commerce, trade, and foreign investment. This could be as simple as the benefit that cycle shops felt during the Tour de France, or swimming attendance during the Triathlon or music lessons during the International Piano Competition. It could be that this increased City profile influences national companies to relocate to Leeds.
- 2.13 Events such as Light Night Leeds provide a platform for local businesses to gain exposure and facilitate trade partnerships.
- 2.14 Legacy benefits include increased participation in sports or engagement with the arts following an event, leading to health and wellbeing benefits. For example, as a result of hosting the World Triathlon Championship Series in Leeds, the city as a whole is now home to an additional 3 triathlon clubs and pre-pandemic hosted GO TRI events in 16 locations across the entire city. This illustrates that although a major event may only take place in one location of the city, the legacy benefits of the event can be achieved citywide.
- 2.15 Major events can attract the people we want, at times we want them to be here, to deliver maximum benefits to Leeds. They also provide great experiences that make visitors and members of our community proud advocates of our City. But major events must not just be a priority of the City Council but of the broader region, with co-operation between the Council, development agencies, local boards, transport agencies, stadiums and venues, professional sports clubs, educational establishments, and all other relevant partners.
- Major events are part of our region's wider event landscape.
  - Wherever possible events should be planned to complement one another.
- 2.16 Leeds's major Events Framework will complement and connect with the new Visit Leeds Strategy by supporting destination work programmes which will include encompassing tourism, business events and international education, that all contribute to the goals of the Best Council Plan and the region's inclusive economic development.

2.17 It is also very important to recognise the value that local events have within the Leeds community which includes most of the above points, albeit on a smaller scale per event, but the cumulative impact is considerable. Local events are crucial to the local economy, raising the profile of an area and bringing communities closer together for a common purpose and such events should be encouraged to continue and develop.

### **3. Ambition**

3.1 Supporting the City's Best Council Plan, the Council's overall vision is that Leeds is a thriving, sustainable city in which all forms of deprivation and inequality are reduced. The Council has adopted three overlapping themes to support this vision: improve quality of life; ensure economic vitality; and build excellent places. Central to achieving this vision, events and the city's wider Culture Plan make significant contributions to improving Leeds's quality of life, economic vitality, and place-making. This Framework for the delivery of major events within the city will aim to use these events to support and to contribute to a number of key council objectives namely:

- Sustainability – ensuring all major events contribute towards the city's ambition to becoming net zero by 2030.
- Skills – create opportunities to volunteer and training programmes alongside the major events to ensure these newly trained people can be encouraged to provide a future resource within their local communities.
- Data and evaluation - leveraging our partnerships with UK Sport and Leeds Beckett University to utilise the expertise that exists in their organisations to assist with a robust mechanism for evaluating our major events.
- Community impact - building on our previous experience to ensure we continue to embed the impact of major events into our communities and ensuring the legacy benefits of any event are accessible citywide.

3.2 Leeds's physical location makes it extremely desirable as an events destination. The city's parks and green spaces are sought after for events, particularly those with a reputation for event delivery such as Roundhay Park and Temple Newsam. The World Triathlon Championship Series in 2021 was hosted in Roundhay Park for this reason and was broadcast internationally.

3.3 Given the interest in the use of the spaces it is important that they be managed and protected. The Council's Leeds Parks and Green Spaces Strategy governs the number, scale, and duration of events permissible in each of the city's parks and green spaces. However, during stakeholder consultations that took place prior to the drafting of this report, one comment that kept being repeated, whether that be from the business community, by other event managers or destination marketers was that there was a lack of, and frequency of major international music presentations at Roundhay Park. In the '80s and early '90s the Park was the venue for international touring acts of the very highest calibre. The Rolling stones performed in 1982, Bruce Springsteen in '85, Genesis in '87, Madonna in '87, Michael Jackson in '88 and '92, Simple Minds in '93, the Pogues in '94, Robbie Williams in 2006 and then Ed Sheeran in 2019. It is the case that the music industry has changed significantly over the past twenty years and, with a fall in revenues from the sale of recorded music, there is a greater appetite for touring, which is an opportunity for the city to try and leverage.

3.4 Members are asked to note that the programming staff within the Arts Events and Venues Service regularly programme artists in both the Town Hall and Millennium Square that are

managed by the same management companies that look after and present very high level artists. Taking a one council approach to this issue, officers propose that a cross service working group is formed between Parks and Countryside and Arts Events and Venues so that the Council can then discuss wider Leeds opportunities with arts managers such as SJM, Kilimanjoro, Festival Republic, Live Nation etc. with the aim of attracting these large scale acts back to Leeds on a more regular basis.

- 3.5 The streets of Leeds provide an equally desirable events arena. As well as the annual Light Night and Leeds Half Marathon and 10k runs, the city centre has hosted many international sporting events such as the Tour de France Grand Depart in 2014, the start of the men's UCI World Road Cycling Championships in 2019 and the running and cycling stages of the World Triathlon Championship Series. The city has world-class expertise in providing temporary event infrastructure for the events transforming prominent spaces into cultural spaces each year.
- 3.6 In addition to the outdoor open spaces, Leeds has world class stadiums and indoor venues, both sporting and cultural. For example Elland Road is home to the City's premier football club, Leeds United. The John Charles Centre for Sport with the Aquatics Centre (diving and 50m pool). The Brownlee triathlon centre, the base for many GB triathletes, resides in the City's Russel group University and Leeds Beckett University combines activity at both its City Centre and Headingley campuses. Culturally, Opera North and Northern Ballet are world class companies residing in the city. The Grand Theatre, the Town Hall and Leeds Playhouse deliver a broad range of events and play a part in the city's most significant cultural event, Light Night Leeds, which every year brings in over 100,000 people to celebrate art and creativity across the entire city landscape.
- 3.7 Leeds is highly-renowned for its ability to deliver world-class events and continues to be approached to deliver events that best suit its infrastructure. Leeds is often approached by UK Sport, National Governing Bodies of Sport, and other cultural organisations to put forward to bid for national and international events such as the Rugby League World Cup 2021, where Leeds will be hosting 8 games (including a semi-final) and 6 teams which now takes place in October and November 2022. However, it is vitally important that Leeds continues to have the reputation for delivering world-class events if it wants to continue to be on the global stage and this will take some investment both in terms of human resource and financial resource across all departments and key stakeholders.
- 3.8 The Government have recently announced £30million funding as part of the programme for the UK to stage major sporting events in the future. This funding is to allow the UK to bid to host the 2025 Women's Rugby World Cup and the 2026 Tour de France with a further £11million to be invested in bidding for the 2030 Men's Football World Cup. Leeds will explore becoming a host city for these events wherever possible.
- 3.9 The process for bidding coherently needs a coordinated approach with all the key stakeholders. It is important that Leeds now has a formal Events Framework to ensure we enhance the events that are currently in the portfolio, seek to bid for those events that are the 'right fit' for the city and the key stakeholders within it to ensure we are making the right choices from the events potentially available.

## **4. Process**

- 4.1 A review of all major events recently or currently happening within Leeds with one to one conversations has taken place with external stakeholders. The views of those involved in

delivering events in Leeds and the wider tourism sector were also sought on the future direction of events in Leeds and where support could be best delivered.

- 4.2 Key individuals within Leeds's events sector were interviewed about their perception of the Council's role in delivering and supporting events and what should be delivered in future.
- 4.3 As a result of these conversations this new Events Framework for Leeds has been developed with an emphasis on city-wide delivery and ownership of the content.
- 4.4 The vision of the new Framework is that Leeds maintains a core programme to host world class sporting and cultural events, delivering the maximum possible benefits for residents and visitors, while enhancing the city's international profile.
- 4.5 In line with the City's three key pillars of delivering Inclusive Growth, improving the Health and Wellbeing of all our citizens and tackling Climate Change, Leeds will seek to build a new events portfolio, by developing and attracting the following three categories of event, which work well within the City: major/mega international events; major national events; and bespoke events for the city.

## **5. Categorising Major Events**

- 5.1 **Tier 1 – International events** – Examples of these would include the Grand Depart stage of the Tour de France, World Triathlon Championship Series, Rugby League World Cup, and other internationals. These major international events attract significant global interest. Where necessary, funding would have to be realised through regional and national partnerships, as the budget required for these events would not be available from the Council alone. These events would be expected to generate significant economic impact and international media attention. The Leeds International Piano Competition would also fall into this category although its management and delivery resides with its independent board of trustees.
- 5.2 **Tier 2 – National events** – The Leeds Festival, Tour de Yorkshire, Leeds International Film Festival, British Swimming Championships, Leeds West Indian Carnival, British Transplant Games. Where appropriate, the Council will identify a strategic event opportunity and in some cases, identify a one-off additional funding resource to deliver the opportunity. These events could also be supported by regional development agencies and other bodies with the Council acting as a key player in activating local resources through city dressing, destination marketing, business partner promotions, satellite events, etc. Tier 2 events would provide national media profile and generate positive economic impact for the city through the attraction of UK-wide audiences.
- 5.3 **Tier 3 – major events unique to the city of Leeds** – Tier 3 events include public art installations; major arts and crafts exhibitions; spectator sports events and commissions to mark national thematic years or significant Leeds anniversaries, such as the 200th Anniversary of Leeds Museums and Galleries, Light Night, Leeds International Beer Festival, Slam Dunk, Thought Bubble, Leeds International Festival, Leeds Christmas attractions, Summer Series, Leeds 10K, Leeds Half Marathon. The Council's Events team in the Culture Service will continue to identify appropriate tailored events across the calendar year. These events will be flexible and bespoke for the city, designed to fill gaps in the city's calendar with animation and excitement. These events will be chosen to leverage investment in the city's events and festivals through commercial and public partners. Tier 3 events would generate lower tiers of economic impact for the city but are vital in driving

footfall, dwell time, and repeat visits across the city , and are therefore an important tool in maintaining the economic health of Leeds. Events of this nature will not simply reside within the city centre but will take place across the wider city supporting activity in communities across the city in the way that the Leeds Lights team and the Breeze team support and deliver the outer area Christmas Lights displays and switch ons.

- 5.4 The significant number of civic events (including marches, parades, and rallies) and local community events add important profile and variety, and attract substantial interest from residents and visitors. Such events are also an asset for the city.
- 5.5 Leeds enjoys several busier periods throughout the year, notably during the autumn build up to Christmas and summer festival seasons. The Council aims to provide a balanced portfolio of events.
- 5.6 This Framework will focus on using Tier 3 events to create a year-round calendar of events for the city and make best use of the financial and physical resources available. Tier 3 events will tend to be shorter in duration and have lower physical and financial impact on the city, allowing several to be held throughout the year between the busier periods of the winter and summer.
- 5.7 Nevertheless, the city must take a proactive approach to securing events. While work with regional partners (e.g. Welcome to Yorkshire and West Yorkshire Mayoral Combined Authority) may be responsible for securing many of the Tier 1 events for the city, the Council will work with its partner agencies to bid for and secure events of all tiers for Leeds.

## **6. World Triathlon Leeds**

- 6.1 Working directly with British Triathlon, UK Sport, and World Triathlon, Leeds has once again been successful in its bid to host a World Triathlon Championship Series event in 2022 and 2024. We will also be organising a festival of swim, bike, run events in 2023, culminating with the Triathlon Super Series Grand Final in September to complement Leeds 2023's event calendar.
- 6.2 Leeds City Council's financial commitment to the event will be derived from business rate pool funding and value in kind for the use of our venues and services. Therefore there is no direct financial cost to the council's base budget.
- 6.3 The event also attracts significant investment from UK Sport and British Triathlon and this has been secured for the 2022 and 2024 events.
- 6.4 As part of the new Big Active British Triathlon strategy, Leeds has been identified as a priority area and will have two of the seventeen place based priority areas which are New Wortley and Leeds Dock. British Triathlon will work with key partners to focus on the community development of the swim, bike, run agenda and such work will have an invaluable impact on the health and wellbeing of the communities in these areas.
- 6.5 Securing the event firmly cements Leeds as the 'Home of Triathlon' and will ensure we can continue to further develop the programmes on offer around the health and wellbeing agenda.



## **7. Sustainability**

- 7.1 Leeds faces a number of challenges when it comes to sustainability when delivering events but to assist with the city's ambition to become net zero by 2030 it is essential within this Framework to develop a set of guidelines for 'Sustainability in Events'.
- 7.2 We will be working alongside our colleagues in British Triathlon who are currently devising a coherent and robust sustainability framework for event organisers, which will be utilised at the World Triathlon Leeds event in June 2022 and this can be utilised to shape the Leeds guidelines.
- 7.3 Events can contribute to the Council's sustainability objectives from the issues around single use plastic, to tackling the industry-wide concerns around transport, travel and emissions. Leeds currently holds the position of Vice Chair of the British Association of Concert Halls. This body is a member of the LIVE industry body which was formed during the pandemic to offer guidance to Government on issues relating to live performance. Other bodies that are involved include the National Arenas Association, the Music Venues Trust, the Concert Promoters Association along with 9 others to represent an industry worth £4.6bn a year. This group, with its significant buying power and influence is looking at how, through its LIVE Green agenda it can influence suppliers to make sustainability a key objective.
- 7.4 We will also engage with our colleagues in the Sustainable Energy and Air Quality team and seek support from University of Leeds's Sustainability Research Institute to assist with producing the guidelines for all event organisers to adopt.
- 7.5 The guidelines will include such areas as: event planning, transport and travel, suppliers and contractors, energy, construction and temporary activities, waste management, water usage and management for a variety of different event types. It is anticipated that these guidelines will be available in late 2022.
- 7.6 We do not wish to pay lip service to sustainability, rather it is and will become ever more central to the operating model of major events and as such will place Leeds as leading city in this area of event delivery.

## **8. Skills and employment**

- 8.1 Analysis of legacy outcomes from major events delivered in other cities has been instructive. A 2018 legacy report on the benefits of the 2014 Glasgow Commonwealth Games estimated that over 11,000 young people across Scotland had benefitted from the range of national and city games employability legacy initiatives. The considerable efforts made by Glasgow City Council to use the Games to contribute to employment legacy outcomes are estimated to have benefitted over 8,200 people (7,000 of which were aged 16-24) in Glasgow between 2009 and November 2017. The Commonwealth Employment Initiative offered support for training, work, modern apprenticeships, and job opportunities for Glasgow people via a number of initiatives.
- 8.2 Officers within Employment and Skills and Arts Events and Venues will work together using the major events programme as a catalyst to develop a programme around skills and jobs development.

## **9. Selection Process**

- 9.1 The Council will select events to be part of this portfolio if they meet certain conditions set out below. They must meet conditions 1 to 5, and at least two conditions from 6 to 16.

### **Events must meet all these criteria:**

1. fit this Framework's definition of a Tier 1, 2 or 3 event
2. complement the city's calendar of events – priority will be given to events which fall outside the current peak periods of activity
3. promote Leeds as a vibrant, contemporary international city
4. encourage people to live or invest in the city or to visit Leeds
5. have a clear commitment to sustainability

### **In addition, events must meet at least two of these criteria:**

6. help to build a strong profile for Leeds as an active city (as defined by the Leeds Sport and Active Lifestyles Strategy)
7. help to grow participation in all types of physical activity, but particularly in swimming, running, and cycling and walking
8. have a focus on women's sport and/or sport for people with a disability
9. help change perceptions and attitudes towards culture and the arts, moving the focus away from what they cost to what they create and deliver (Leeds Culture Strategy)
10. make effective use of Leeds's built facilities, cultural infrastructure, or natural environment
11. strengthen, or have the potential to strengthen, the city's international relations and international development work
12. generate income for the city council and local businesses
13. help to drive footfall and dwell time to our key centres to support local economies.
14. embrace and celebrate the differences in our communities
15. include young people or offer opportunities for volunteering
16. help to regenerate parts of the city

## **10. Strategic Management and delivery**

- 10.1 Several organisations across the city of Leeds are involved in the delivery of events in Leeds. It is suggested that an advisory working group of representatives from the city's event promoters and key stakeholders, will be set up by the Head of Arts Events and Venues to support and co-ordinate city-wide delivery of events in Leeds. This will also include representation from employment and skills and sustainability as these are essential components in the future success of major events.
- 10.2 The group will meet twice a year to review proposed events, to assess potential commitment by member organisations to these events, to support the city to compete effectively to secure major events, to develop the sustainability in events standard and to work together on opportunities around skills and employment.
- 10.3 This Framework covers the period until 2030, but will be continuously reviewed and updated through a continuous improvement approach. It will be formally reviewed in 2025, to match the period covered by Best Council Plan for Leeds.

## What impact will this proposal have?

### Wards affected:

Have ward members been consulted?

Yes

No

- 11 Equality, diversity, cohesion and integration
- 11.1 An equality, diversity, cohesion and integration impact screening has been carried out and is attached at Appendix 1. Further screenings will be carried out on each new major event we seek to host in Leeds.
- 11.2 The aim of the Major Events Framework is to host and deliver events in the city that reach everyone that lives and works in Leeds. The events supported will be fully inclusive both in terms of the participant as well as the spectators,
- 11.3 A core component of major events in Leeds is to reach out to the wider Leeds community as well as supporting events that match our equality aspirations. For example, the World Triathlon Leeds event in 2021 hosted the Championship Series for men and women alongside the Para-Triathlon Series.

## What consultation and engagement has taken place?

- 12 The Executive Member for Economy, Culture and Education has been briefed on our thinking around the delivery of major events. One-to-one meetings have also taken place with external event delivery stakeholders such as Leeds Rhinos, Leeds 2023, and Leeds Business Improvement District. In addition, the Culture Consortium Leeds has been made aware. This membership organisation comprises 17 of the city and region's key cultural venues including Harewood House, Yorkshire Sculpture Park, Opera North, Leeds Playhouse, Leeds Heritage Theatres, Leeds Museums and Galleries, Leeds Arts Events and Venues, Thackray Medical Museum and HE Institutions. Consultation has also taken place with colleagues across the council that are involved in event delivery such as Leeds Parks and Countryside, Visit Leeds, and Active Leeds.

## What are the resource implications?

- 13 Resources to deliver activity are constrained. Any implications above and beyond our current funding will need to either be delivered through external funding bids or through prioritisation within individual service plans if resources allow.

## What are the legal implications?

- 14 There are no significant legal issues relating to the recommendations in this report.

## What are the key risks and how are they being managed?

- 15 The report has no specific risk management implications.
- There is always a risk when presenting events of scale. Budgets for events are often built around various income streams, and these can be affected by various external factors. However, the Council recognises that major events have positive benefits to the city and that this framework, which seeks to deliver a co-ordinated programme of activity, is a crucial component of delivering our Inclusive Growth Strategy ambitions.

## Does this proposal support the council's three Key Pillars?

Inclusive Growth

Health and Wellbeing

Climate Emergency

- 16 The Council's three pillars provide a framework for our major events work. The hosting of major events plays a major role in supporting the Leeds economy and events have a major impact on how people feel about their city and upon the confidence of those looking to invest in the city. Because of this, a co-ordinated city-wide major events programme will support the Covid-19 recovery plan. This is directly linked to our ambition to deliver Inclusive growth across the city, whilst striving to be the best city for Health and Wellbeing and tackle the Climate Emergency. Major events play a major role in delivering quality of life and integrating Covid-19 economic recovery within our programme of events with both Health and Wellbeing and climate action will ensure our economy and our city are supported as much as possible.

## Options, timescales and measuring success

### What other options were considered?

- 17 Our work considering this Events Framework has been built on research examining other UK cities and their published events strategies. We have used the findings from this work, together with discussions with stakeholders, to present actions in this report which we feel are appropriate, deliverable and impactful

### How will success be measured?

- 18 Since the first Executive Board report in 2017 seeking permission to bid for the World Triathlon event, success has been measured only by the outcomes of the events themselves. But no measure of success is in place to define how many, and of what type of events the City is presenting. Therefore, the report suggests several new targets which could be used as KPIs on which to judge the success or otherwise of the Framework.
- 19 The first indicator for this new Framework is therefore to host one major event of national or international standing which is new to Leeds in each calendar year. 'New' in this context means either an event created for Leeds, or an existing event which has either never previously taken place in the city or has not taken place for several years.
- 20 The second and third indicators for this new Framework are therefore to sustain key significant events in the Council's annual core programme and in each calendar year deliver a minimum of two Tier 2 events together with a minimum of two Tier 3 events in a calendar year.
- 21 Measuring impacts has become increasingly important and we must be able to demonstrate the value of events and any investment, financial or otherwise, made by the Council. The Council recognises and requires the use of data to measure cultural, social, and environmental impacts.
- 22 Approaches have already been made to Leeds Beckett University to become a formal research partner and they have responded positively and are very keen to work with the council on underpinning the major Events Framework and developing an appropriate evaluation mechanism. We have also been offered the support of UK Sport who are very experienced at measuring the social and economic impact of major events and they will work with us and Leeds Beckett University on providing a universal evaluation framework for all of our major events.

- 23 In addition, while full impact assessments can be extremely expensive, we will set a data standard and create an online portal that people can use to submit their data. We will then commit to publish what we can as open data on Data Mill North to support research on impact and results will be reported annually to the relevant Council committee.

### **What is the timetable for implementation?**

- 24 As this report impacts various council departments as well as external event organisers, there is not one clear delivery timetable. Planning horizons for artists of the stature of Ed Sheeran can take several years to come to fruition. The initial establishment of the internal planning working groups across Parks and Countryside and Arts Events and Venues can be accomplished relatively swiftly, as can the formation of an external event stakeholder group to work and support event delivery across the city. Updates on the progress of these groups will be made to the relevant Executive Member. We will therefore take time over the next year to make sure that areas for implementation are included in forward work plans and reported through appropriate Scrutiny Boards and the Executive Board.

### **Appendices**

- 25 Appendix 1 - Equality, Diversity, Cohesion and Integration Impact Screening

### **Background papers**

- 26 None.